



IMBABAZANE LOCAL MUNICIPALITY INTERGRATED DEVELOPMENT PLAN (IDP) 2012/13



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FOREWORD BY THE MAYOR



This Integrated Development Plan (IDP) is a strategic plan on how the Municipality will spend its resources in 2012/13 financial year. It also helps us set out our budget priorities. Each year the IDP is reviewed and necessary adjustments effected. These adjustments are a culmination of all comments raised through public participation meetings, MEC, as well as through IDP assessment.

The IDP clearly outlines specific powers and responsibilities allocated to Imbabazane local municipality. The Municipality is responsible for the provision of fire fighting services, municipal roads, alternative energy and the provision of general services etc. The Department of Human Settlements is responsible for the provision of housing, the provision of water and sanitation is the responsibility of Uthukela District Municipality and electricity distribution is undertaken by Eskom.

I feel this allocation of responsibilities between different Spheres of government is important to understand to appreciate the role the Municipality plays in each. We will make every effort to improve inter-governmental relations between all spheres to ensure that our activities are coordinated effectively.

Although we only play a facilitation role in the provision of certain services e.g. water, sanitation, electricity and housing, we will strive to ensure that the needs of our communities are addressed in an effective and efficient manner.

We have conducted a thorough research into the challenges facing our Municipality. This research culminated in us developing our strategic focus areas which are detailed later in this document. These strategic focus areas are aligned to those of the Provincial and National Government. One of these is Infrastructure development and service delivery. We want to use infrastructure development in a way that will make our region more attractive to investors. This will further assist in the development of the very scarce skills.

We will develop a policy that states that all companies that will be awarded a contract will have to ensure that transfer of skills take place. We will monitor this and are prepared to enforce it through all means. This will not only create jobs but will ensure that scarce skills are developed too.

We have engaged with private companies to look at ways of helping in the development of the infrastructure in the area. Public-Private Partnerships, if managed properly, creates opportunities for everybody and especially the vulnerable groups. Through infrastructure development, we want to create as many jobs as possible.

Another very important focus area is Municipal Institutional Development and Transformation. The main focus of this is to make our administration effective, efficient



and transparent. We will focus on filling all key vacant posts within the municipality to improve our service delivery.

We are very clear of the challenges ahead of us and have indeed, after very careful consideration, developed solutions to best address these challenges.

The entire administration from top to bottom is ready and eager to go the extra mile to ensure the delivery of services to our community.

We look forward to interacting with all the stakeholders in due course since this council is one year old. We are open to all comments and suggestions and we will ensure that each point is given sufficient consideration.

We therefore invite each and every stakeholder to come forward and help us achieve our new vision.

CLLR P.G STRYDOM

HER WORSHIP THE MAYOR



INTRODUCTION BY THE MUNICIPAL MANAGER



The Mayor has outlined broadly what this strategic document intends to achieve over the next five years. She has detailed all the stakeholders involved and the types of services they would offer.

In accordance with the constitution of the country, each municipality must report to its citizens the challenges it faces and the solutions to address those challenges. This strategic document is aimed at doing just that. The IDP details the current situation, the challenges faced, and solutions to address the challenges.

One of the focus areas for the next 5 year term will be to ensure a coordinated approach by all spheres of government within our municipality. My office will strive to improve the IGR between all entities operating within our municipal boundaries.

Performance Management is another of our focus areas. My office will ensure that an

effective performance management system is implemented to promote accountability within the municipality.

Our human resource strategy will look to address the needs for scarce skills within the municipality. It will strive to ensure that all key vacancies are filled by individuals that will enhance the level of service offered by the municipality.

Training and skills development is another key focus area within the municipality. We will ensure that the Work Place Skills plan is effectively implemented within the organisation.

To achieve the strategies and targets set out in the IDP will require a coordinated effort from all stakeholders within the municipality (including the community). We all need to forge towards one goal and constantly adapt to the changing environment we are faced with.

Let us stand together and make a difference.

MR M.M. NDLELA
MUNICIPAL MANAGER.



EXECUTIVE SUMMARY

Imbabazane Local Municipality is one of the local municipalities under UThukela District Municipality. This Municipality was established in 2000 and comprising of two areas, namely Ntabamhlophe and Loskop. This municipality boasts six traditional authorities and is very rural in nature.

The Municipality like any other municipalities in the country is faced with a variety of challenges. These include amongst others, inadequate access to basic services, inadequate transport system, high levels of illiteracy, poverty, unemployment, HIV and AIDS epidemic and insufficient resources for infrastructure development.

We have however developed strategies to address these. These are discussed below.

Some of the key strategic interventions to address the above mentioned challenges:

- Education and Health. The municipality has developed HIV and AIDS strategy mainly focusing on preventative methods, counselling and living positive life. We further intend to intensify our efforts in collaborating with other stakeholders in addressing the challenges of education and health. Other areas of collaboration include supply of water and sanitation to our citizens to address diseases before they start. With the help of the province, no fee schools will continue to be implemented, allocate bursaries to the deserving, initiate nutrition and very importantly implement and support HIV and AIDS programmes.

- LED strategy, its main focus being the creation of jobs and skills development. In addition, there are various projects earmarked to promote economic development and hence create jobs in the process. These projects will be discussed fully under projects below. Our overall strategy revolves around two very important issues, economic development and creation of jobs.
- Infrastructure development and basic service delivery. Various strategies have been adopted to address this. Their main focus would be luring all stakeholders including the province, UThukela District, Eskom and others to invest in Imbabazane. We believe very strongly that infrastructure development is vital in ensuring that our vision is met.

We have developed very clear outputs to measure our progress. These outputs are clearly detailed in the organisational scorecard. Performance plans and departmental score cards aligned to the organisational score ensures guaranteed delivery of our outputs.

IDP PROCESS PLAN 2012/13

BACKGROUND

Integrated development plan (IDP) is a planning method to help the Municipality to develop a coherent, long term plan for the coordination of all development and service delivery. This 5 year plan aligns the resources and the capacity of the Municipality to its overall.

According to chapter 5 of the Municipal Systems Act (MSA) of 2000, as amended, all municipalities have to undertake an IDP process to produce Integrated Development Plans. As the IDP is a legislative requirement it has a legal status and it supersedes all other plans that guide development at local government level

The IDP helps to:

- Ensure effective and efficient use of scarce resources
- Speed up service delivery
- Attract additional Investment
- Attract additional funds
- Strengthen democracy and enhance institutional transformation
- Overcome the apartheid legacy at local level, and
- Promotes intergovernmental coordination

The figure below outlines the IDP process



Figure 1: IDP Process

Section 26 stipulates the following core components of the Integrated Development Plans:

An IDP must reflect-

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs
- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to municipal services



- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality
- The spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality
- The council's operational strategies
- Applicable disaster management plans
- A financial plan, which must include a budget projection for at least the next three years and the key performance indicators on performance targets determined in terms of section 41

OBJECTIVE AND APPROACH ADOPTED

OBJECTIVE

As mentioned previously, the IDP seeks to reflect the strategic development plan of the municipality for the next five years. It talks to issues of budgets, governance, infrastructure and service delivery, land management, promotion of local economic development and institutional transformation.

Imbabazane Local Municipality intend to continue to develop the IDP as an effective management tool for the municipality, this include:

- creating a greater level of focus and thereby improving on the strategic nature of the document;
- aligning this strategic document with the realities of the resources, both financial and human, available;
- alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and
- alignment of the IDP with the various sector plans.

OVERVIEW OF APPROACH TO 2012/13 IDP PLANNING

The six key activities for this process include:

- the Strategic Review of the contents of the 20011/12 IDP document;
- the finalization of sector plans;
- alignment with sector departments and service providers;
- a filtering process whereby the reviewed IDP and Sector Plans are integrated with the
- resource framework;
- the development of a detailed implementation framework; and
- finally, the preparation of the IDP.
- The review of Spatial Development Framework



ORGANISATIONAL ARRANGEMENTS

IDP STEERING COMMITTEE

Our council decided to establish an IDP steering committee, which will act as support service to all other stakeholders. This committee consists of the following members:

- The IDP Manager
- EXCO Councillors
- UThukela District Municipality
- The IDP Professional Support Services
- Municipal Heads of Departments
- Representatives from the Provincial government (Planning section) and
- Speaker

TERMS OF REFERENCE FOR THE IDP STEERING COMMITTEE

The Steering Committee is tasked with the following responsibilities:

- To provide terms of reference for various planning activities
- Commission research studies or any other information collection activity
- Assess proposals from the project teams improvements or amendments to be made
- Process, summarise and document outputs
- Make content recommendations to the IDP Representative Forum and Council

- Prepare, facilitate and document meetings
- Assess and comment on the inputs from the sub-committees, study teams and consultants, inputs from the provincial sector departments.

IDP MANAGER

The IDP Manager is an official of the municipality assigned the responsibility of championing the IDP process. Amongst other, the following responsibilities have been allocated to the IDP Manager for the IDP Review Process:

- To ensure that the Process Plan is finalised and adopted by Council;
- To adjust the IDP according to the proposals of the MEC;
- To identify additional role-players to sit on the IDP Representative Forum;
- To ensure the continuous participation of role players
- To monitor the participation of role players;
- To ensure appropriate procedures are followed;
- To ensure documentation is prepared properly;
- To carry out the day-to-day management of the IDP process;
- To respond to comments and enquiries;
- To ensure alignment of the IDP with other IDP's within Uthukela District Municipality;
- To co-ordinate the preparation of the Sector Plans and their inclusion into the IDP documentation;
- To co-ordinate the inclusion of the Performance Management System (PMS) into the revised IDP.
- To submit the reviewed IDP to the relevant authorities.



ROLES AND RESPONSIBILITIES

INTERNAL ROLE PLAYERS

- Council and the Executive Committee
- Councillors
- Mayor
- Municipal officials
- Municipal Manager
- IDP Manager
- IDP Steering Committee

EXTERNAL ROLE PLAYERS

- Relevant Government Departments through stakeholders forum
- Representatives forum/ Civil Society and ward committees
- UThukela District Municipality
- Consultants
- Traditional Council

The responsibilities allocated to each of the role players are set out in the following table:

Internal Role Players

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> • Final Decision making • Approval of the reviewed IDP document
Councillors	<ul style="list-style-type: none"> • Link the IDP process with their constituencies • Organising the public participation
Mayor	<ul style="list-style-type: none"> • Decide on the process plan • Be responsible for the overall management, coordination and monitoring of the process and drafting of the IDP review documentation.
Municipal Officials	<ul style="list-style-type: none"> • Provide technical / sector expertise • Prepare selected sector plans • Prepare draft progress proposals
Municipal Manager	<ul style="list-style-type: none"> • Decide on planning process • Monitor the entire process • Provide overall management and co-ordination of the document
IDP Manager	<ul style="list-style-type: none"> • Day to day management of the process
IDP steering committee	<ul style="list-style-type: none"> • Provide support services to Municipal Manager, IDP manager and Representative Forums • Identify information “GAP” • Oversee the alignment of our planning process with other local municipalities



External Role Players

Role Player	Roles and Responsibilities
The District Municipality	<ul style="list-style-type: none"> • Coordination role for local municipalities • Ensure horizontal alignment of our IDP with other IDP's of local municipality • Ensure vertical alignment between the district and local planning • Facilitate vertical alignment of our IDP's with other spheres of government and sector departments. • Provide platform for joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists
Representative Forum / Civil Society	<ul style="list-style-type: none"> • Representing stakeholder interest and contributing knowledge and ideas.
Government Departments through stakeholders forum	<ul style="list-style-type: none"> • Provide data and information • Provide Budget guidelines • Align the budget with the IDP • Provide professional and technical support
Consultants	<ul style="list-style-type: none"> • Provide the required specialist services for various planning activities • Facilitate planning workshops • Provide guidance on sector plans • Assist with the proper integration of the document



SITUATIONAL ANALYSIS

Imbabazane Local Municipality is one of the five Local municipalities within uThukela District Municipality. It is located at the foothills of the central uKhahlamba Drakensberg Park (World Heritage Site), and is situated between uKhahlamba, Umtshezi and Mooi Mpofana Municipality.

This Municipality was established in 2000 and mainly consists of Ntabamhlophe and Loskop Area. There are six Traditional Authorities within the jurisdiction of Imbabazane. The municipality has no established town and it only covers the rural areas.

POPULATION STATISTICS

The 2007 community survey indicated that the total population in Imbabazane Municipality is 140 745, with 24 559 households. This indicates a marked increase of 20,820 from 2001 statistics. Our Municipality has the third largest population in the Uthukela District, Emnambithi being the most populated municipality.

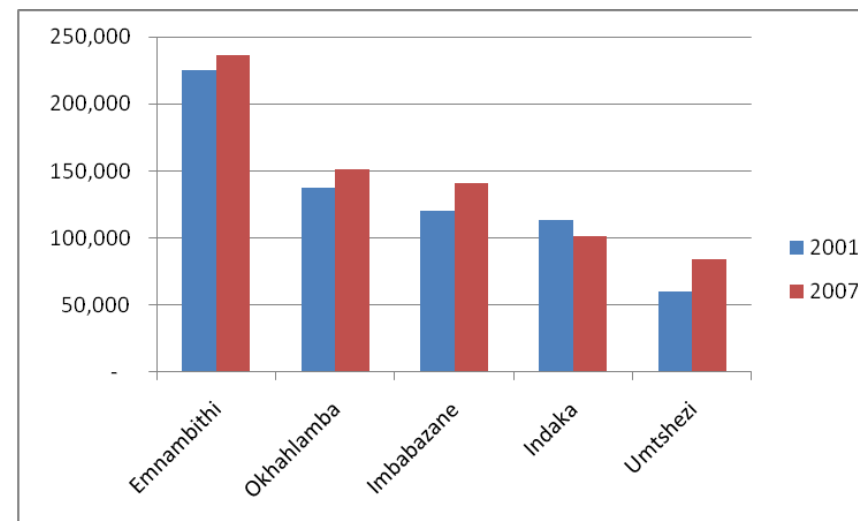
The population distribution of each local municipality within the Uthukela District is reflected in the table below.

Municipality	2001	2007
Emnambithi	225 459	236 748
Okhahlamba	137 525	151 441
Imbabazane	119 925	140 745
Indaka	113 644	101 557
Umtshezi	59 921	83 906

Figure 2: Population Size

Source: Statistics SA 2001 and Community Survey 2007

Graphical representation of the above information is reflected herein below:



Graph 1: Population size



The population in Imbabazane Municipality is unevenly distributed amongst its wards. The most and least populated wards being ward 11 and ward 9 respectively.

Ward	Size in KM2	Population	Households Size
1	122	8916	1353
2	78	10313	1627
3	29	9717	1523
4	28	10111	1605
5	21	6237	949
6	52	8328	1409
7	27	7516	1039
8	228	9132	1399
9	40	5909	885
10	67	10514	1701
11	20	15124	2471
12	140	8777	1486
13	145	7944	1461

Table 1: Population and Households per Ward

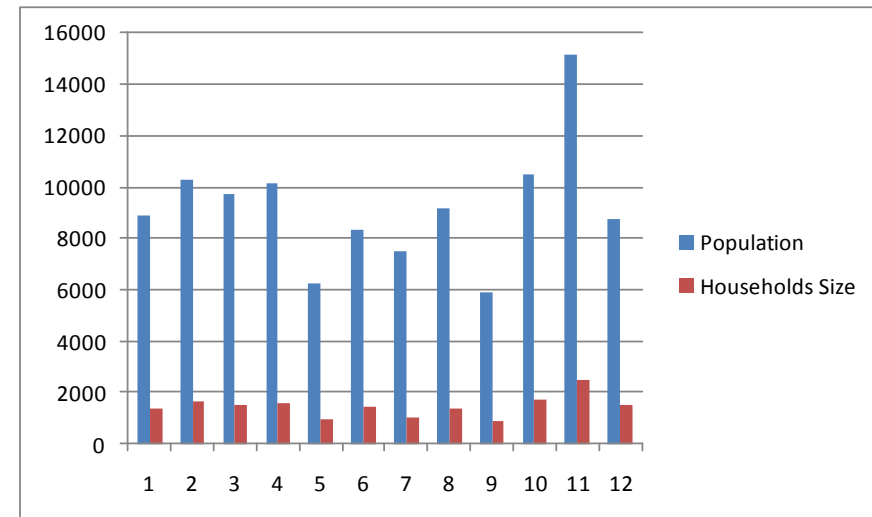


Figure 3: Population and Households per Ward

RACE CLASSIFICATION

The race distribution of Imbabazane indicates that the majority of people living in the area are Black. The table below reflects the population per race group

Race	Population
Black	140,534
Coloured	204
Indian	0
White	15

Table 2: Population per Race Group

Source: Community Survey 2007



GENDER PROFILE

The stats again indicate that there are more females than males in our area.

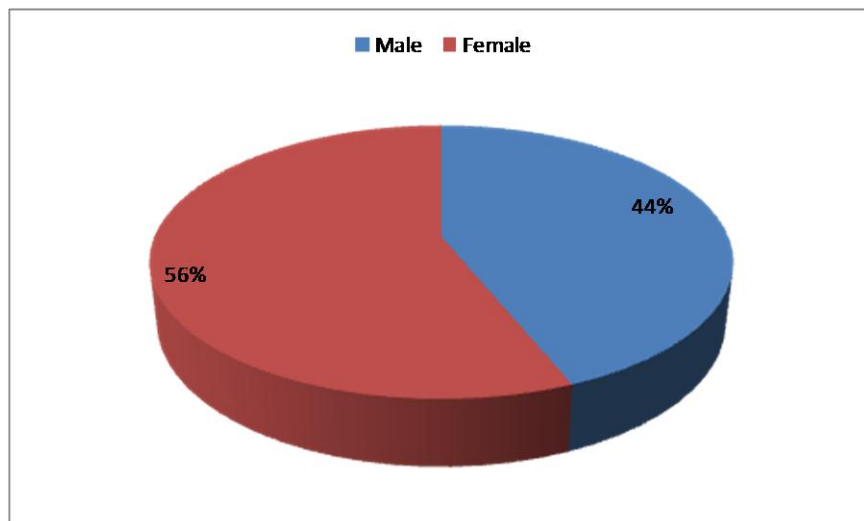


Figure 4: Population by Gender Source:
Community Survey 2007

HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT

Imbabazane as a municipality in South Africa is a reflection of a broader society, with a dichotomy of rich and poor, skilled and unskilled, wellness and sick. It is characterised by the vulnerable groups that finds themselves on the margins of the society e.g. youth, women, the disabled and those affected by extreme poverty.

When social and human development is low, the social fabric of the society begins to disintegrate. This manifests itself in terms of high alcohol, substance abuse, crime directed at women and children etc. HIV/AIDS/Sexually Transmitted Infections (STIs) and TB are yet other challenges that are closely linked to the social and human development capacity of citizens. An investment in health, social and human development is a critical cornerstone in transforming service delivery to attain sustainability, active community engagement and good governance. It must be stressed that such investment cannot be attained by a singular department or governmental or non-governmental entity, but has to be incorporated into all government's developmental and service delivery strategies and delivery arms, such as housing, transport, education, human resources, etc

This can be further discussed under the following headings:

- Education
- Health
- Welfare
- Sports and recreation
- Telecommunication



EDUCATION

The main challenge facing our municipality in this area is lack of skills. Preschool facilities and services are provided by parents that neither have training nor expertise of providing such a service.

Though Uthukela DM has really assisted with the erection of some preschool facilities, the challenge again remain with training of educators, provision of equipment and any materials to use.

There are very high levels of illiteracy in this area as the entire Municipality is rural in nature. Out of the total population of 140 745, 78 237 (56%) people do not have any formal education, 37 669 (27%) only have primary education, 24 418 (17%) with secondary education and only 421(.002%) went through tertiary education.

One of our interventions addressing the problem of illiteracy is to establish a library in Ntabamhlophe of which it is currently operational and Loskop satellite library is still pending. We further plan to roll out programs that will promote the culture of learning and teaching in the area.

HEALTH

The primary health care remains one of our focussed areas. This will be in consultation with all other stakeholders involved in this sector. We managed, with the assistance of other stakeholders, to erect five clinics and twenty two mobile clinics. All these institutions are supported by the Estcourt Hospital. Though significant strides have been made in addressing health issues, a significant number of our people still does not have access to primary health care and there is a great demand for.

HIV and AIDS remained stubbornly high despite aggressive programmes by various stakeholders involved in health sector discouraging irresponsible behaviour. The most infected is the youth and then followed by pregnant women.

This results in slow population growth and has an effect on the speed at which services are delivered. Sick person cannot deliver goods and services at the same pace as a health person. This indirect escalate poverty as economically active people die as a result of such a disease. The cost associated with this becomes unbearable as more orphans are created, more sick persons require more resources from the Department of Health and Social Development.

Over the next five years, we will have various programmes aimed at reducing the rate of infections amongst the youth and everybody in general.

WELFARE

The president of the country has repeated a call that South Africa is a developmental state not a welfare state. He further stated that all citizens eligible to receive grants must be afforded that opportunity.

The grant funding on the citizens contribute about R38 857 800 to the local annual per capita income. The main risk with this is the dependency it creates, we rather provide citizens with opportunities for self advancement.

We will continue with our drive to ensure that those eligible to receive grants, receive them.



SPORTS AND RECREATION

A healthy mind is an essential ingredient towards maximising social and human development and economic opportunities. We will continue to provide and maintain community facilities for the benefit of all our citizens. We will furthermore promote the creative utilisation of such facilities so to ensure maximum benefits of our citizens.

We have formed Imbabazane Football Association to run and manage soccer development in the area. This association is an affiliate of SAFA. A competitive soccer league has been established and about seven teams are participating in that league. We host a Mayoral tournament annually to further enhance the soccer development in the area.

We acknowledge that other sporting codes are neglected. With this in mind we have planned various initiatives to develop interest of other sporting codes. Our focus will be developing these at school level.

TELECOMMUNICATION

The infrastructure for communication purposes is available in the area. It is available through all networks, namely Telkom, MTN, Vodacom and Cell C. There are still areas where reception is still a grave concern. There are negotiations with the network operators to try and attend to these areas.

The figure below illustrates the number of households that had access to a cellphone, radio, computer, television and landline telephone.

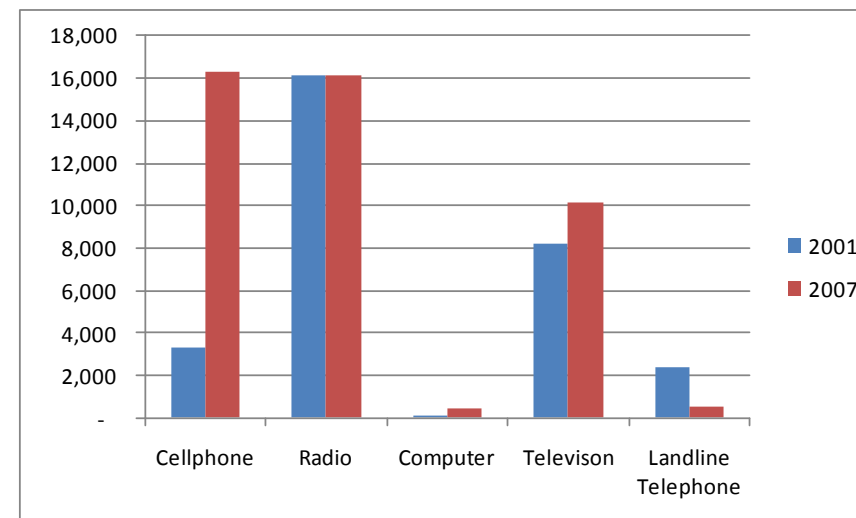


Figure 5: Households with access to telecommunication devices

CELLPHONE

The proportion of households that had a cell phone increased from 14.5% in 2001 to 66.4% in 2007 as shown in the figure above. We still have a challenge of areas that do not have network coverage.

RADIO

As depicted in Figure 5 above, nearly 70.1% of the population had access to radio services in 2001 whereas approximately 65.6% of the population had access to radio services in 2007, indicating a decrease of about 4.5%.



COMPUTER

The results reflected above shows that the proportion of households that had a computer in the area of Imbabazane increased from 0.5% in 2001 to 1.9% in 2007. This remains fairly low.

INTERNET FACILITIES

The total number of households that had access to internet in Imbabazane was only 12.

TELEVISION

The statistics showed that the number of households who had a television increased from 35.6% 2001 to 41.3% in 2007.

LANDLINE TELEPHONE

As depicted there was a substantial decrease from 2001 to 2007 of households with access to a landline telephone. This was as a result of the increase in availability of cellphones which recorded an increase in the same period.

PHYSICAL INFRASTRUCTURE

Investment in infrastructural assets is considered to be an important enabler of economic growth and poverty reduction. Our municipality will continue to ensure the provision of basic services, access to social services and human resource development in areas of need.

HOUSING

Land Reform

Imbabazane community is one of the communities that benefitted from the Land reform programme of the National Government. Amahlubi tribe regained about 13000ha of prime land. This land could be utilised for various purposes. There are numerous claims include claims made by Kwandaba Communal Association, kwa-Majuba Communal association, Iphangandlovu LRAD project Communal Property Association. Though the Department of Land Affairs and Rural Development have completed these claims.

Dwelling Type

Imbabazane showed a decrease of 9% from 2001 to 2007 in the number of households living in formal dwellings. The proportion of households living in informal dwellings remained relatively unchanged over the same period.

We acknowledge that shelter is a constitutional right for every citizen. We further accept that there is a great need for formal housing within our jurisdiction. We therefore embarked on a number of projects to ensure the delivery of such a basic service. There are currently about



seven housing projects that are being implemented within the municipal area. These projects include Good-Home Housing project, Zwelisha Housing project, Loch-sloy housing project, Ephangweni Housing project, Sobabili Housing project and Mqedandaba Housing Project. Some of these projects are already at the implementation stage.

Tenure Status

The majority of households in Imbabazane are owned and have been fully paid off. The figure below reflects the tenure status:

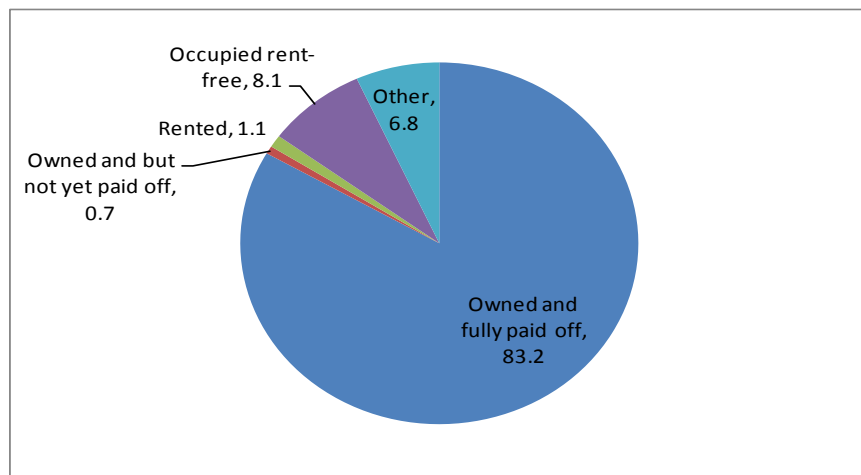


Figure 6: Tenure Status Source:
Community Survey 2007

The proportion of households using electricity for lighting decreased from 64.3% in 2001 to 60.1% in 2007.

Percentage distribution of households by type of energy/fuel used for lighting

	Census 2001	CS 2007
Electricity	38,8	62,3
Gas	0,6	-
Paraffin	7,6	3,0
Candles	52,0	33,9
Solar	0,3	0,4
Other	0,6	0,4
Total	100,0	100,0

Figure 7: Households using electricity for lighting
Source: Community Survey 2007

The proportion of households using electricity for cooking increased from 16.9% in 2001 to 24.2% in 2007.

SOURCE OF ENERGY FOR LIGHTING, COOKING AND HEATING



Percentage distribution of households by type of energy/fuel used for cooking

	Census 2001	CS 2007
Electricity	17,4	33,7
Gas	3,8	4,5
Paraffin	16,7	25,7
Wood	57,2	35,0
Coal	0,9	0,3
Animal dung	3,2	0,8
Solar	0,2	-
Other	0,5	-
Total	100,0	100,0

Figure 8: Percentage of households using electricity for cooking

Source: Community Survey 2007

The proportion of households using energy for heating decreased from 13.6% from 2001 to 12.9% in 2007.

Percentage distribution of households by type of energy/fuel used for heating

	Census 2001	CS 2007
Electricity	13,7	17,0
Gas	1,1	0,5
Paraffin	11,5	14,6
Wood	66,3	60,0
Coal	1,6	2,2
Animal dung	3,6	1,6
Solar	0,4	-
Other	1,9	4,1
Total	100,0	100,0

Figure 9: Percentage of households using electricity for heating

Source: Community Survey 2007

PIPED WATER

The Water Service Provider for the Imbabazane Municipal Area is the Uthukela District Municipality who is also the Water Service Authority for the Uthukela District. Our role and responsibility is to engage the District on progress and to facilitate the speedy delivery of the services.

The results show that the proportion of households that had access to piped water decreased from 55.9% in 2001 to 44.4% in 2007.

Through infrastructure investment we will continue to advance the delivery of water services to our community. We will liaise with Uthukela and other stakeholders to ensure speedy delivery of the service.

Percentage distribution of households by type of water source

	Census 2001	CS 2007
Piped water		
inside the dwelling	4,6	5,9
inside the yard	7,8	12,5
from access point outside the yard	39,4	28,8
Borehole	10,8	31,0
Spring	23,2	11,3
Dam/pool	2,8	2,1
River/stream	5,6	5,5
Water vendor	1,5	1,7
Rainwater tank	1,2	0,1
Other	3,1	1,1
Total	100,0	100,0

Figure 10: Percentage households by water source

Source: Community Survey 2007



WATER SUPPLY BACKLOG STATUS

Municipality	Total households	Households with access to safe water supply	Households without access to safe water supply	Percentage water backlog
Emnambithi/Ladysmith	50 258	42 421	7 837	15.59%
Indaka	21 082	16 372	4 710	22.34%
Umtshezi	15 232	11 343	3 889	25.53%
Okhahlamba	28 508	15 941	12 567	44.08%
Imbabazane	24 558	13 415	11 143	45.37%
Uthukela	139 638	99 492	40 146	28.75

Water supply backlog as at the end of June 2011 was 28.75% based on 2007 community survey households figures. This translates to 401 146 households that do not have access to safe water supply in uThukela District.

TOILETS FACILITIES

The statistics below reflect a decreased percentage of households with no toilet from 11.3% in 2001 to 8.2% in 2007.

The percentage of households using pit latrines again decreased from 84.1% in 2001 to 71.6% in 2007.

The percentage of households using bucket toilet was completely eradicated in 2007.

Percentage distribution of households by type of toilet facilities

	Census 2001	CS 2007
Flush toilet (connected to sewerage system)	4,3	3,6
Flush toilet (with septic tank)	3,0	2,3
Dry toilet facility	-	27,4
Chemical toilet	2,4	16,1
Pit latrine with ventilation (VIP)	14,0	35,9
Pit latrine without ventilation	51,1	0,1
Bucket latrine	1,3	-
None	24,0	14,5
Total	100	100

Figure 11: Percentage households by type of toilet facilities

Source: Community Survey 2007



SANITATION BACKLOG

Municipality	Total Households	Households with access to appropriate sanitation	Households without access to appropriate sanitation services	Percentage sanitation Backlog
Emnambithi/Ladysmith	50 258	41 554	8 704	17,31%
Indaka	21 082	15 639	5 443	25.81%
Umtshezi	15 232	10 912	4320	28.36%
Okhahlamba	28 508	22 073	6 435	22.57%
Imbabazane	24 558	17 553	7005	28.52%
Uthukela	139 638	107 731	31 907	22.85%

Appropriate sanitation backlog as at the end of June 2011 was 22.85% (based on the 2007 community survey household figures). This translates to 31 907 households that do not have access to appropriate sanitation services.

REFUSE REMOVAL

The figure below shows that the proportion of households whose refuse was removed either by a local authority and/or a private company decreased from 1.6% in 2001 to .9% in 2007.

The households however with no access to refuse removal show a notable decrease from 26.8% in 2001 to 15.4% in 2007.

Percentage distribution of households by type of refuse disposal

	Census 2001	CS 2007
Removed by local authority/private company at least once a week	4,2	5,5
less often	0,7	1,2
Communal refuse dump	0,6	1,3
Own refuse dump	77,0	84,7
No rubbish disposal	17,6	5,7
Other	-	1,5
Total	100,0	100,0

Figure 12: Percentage of households by type of refuse disposal

Source: Community Survey 2007



SAFETY AND SECURITY

CRIME

Formal statistics relating to crime in the area of Imbabazane could not be located. Based on constant discussions we have with SAPS and the Mayor, we noted that high incidence of crime relate to victimisation of tourists, theft of livestock and other petty crime.

In addressing that we have established community policing forums in different communities. Those community policing forums work very closely with the SAPS.

DISASTER MANAGEMENT

The location of this Municipality make it prone to natural disasters. We have had various disasters ranging from heavy snow falls, floods etc. Other challenges close to this are veld fires and high road accidents.

Disaster management plan has been established and adopted. We have established a fire and emergency section within the Municipality. The council has resolved to engage a 24 hour fire fighting service located both in Ntabamhlophe and Loskop.



THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF) NATIONAL GOVERNMENT

The basic thrust of MTSF 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world. Given the new challenges arising from the dramatic changes in the global economic environment,

The main focus in the current period is to minimise the impact of the economic downturn on the country's productive capacity as well as jobs and poverty-reduction measures, to identify opportunities for new areas of growth and economic participation, and progressively to set the country on a new growth and development path. Fundamental to the attainment of all our objectives is a growing economy, appropriately transformed, so that the benefits of growth are shared by all. In this regard, the programmes we undertake should aim at reducing inequality. The central objective and mission is to set the country on a higher and sustainable growth trajectory by the end of the mandate period (2014) with an expanded and more diversified economic base, with unemployment and poverty having been halved (compared to 2004) and with greater equity and social cohesion. This includes universal access to electricity, water and sanitation in decent community settlements.

The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives.

Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their integrated development plans in line with the national medium-term priorities

The following objectives are identified:

- halve poverty and unemployment by 2014
- ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- improve the nation's health profile and skills base and ensure universal access to basic services
- improve the safety of citizens by reducing incidents of crime and corruption
- build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The priority areas to give effect to the above strategic objectives are:

- more inclusive economic growth, decent work and sustainable livelihoods
- economic and social infrastructure
- rural development, food security and land reform
- access to quality education
- improved healthcare
- the fight against crime and corruption
- cohesive and sustainable communities
- creation of a better Africa and a better world



- Sustainable resource management and use a developmental state, including improvement of public services.

The national government has set a very clear tone on the vision of this country. The provincial government has taken major steps in ensuring that all their programmes are aligned to that of the national government

THE OUTCOMES APPROACH

In January 2010, Cabinet adopted 12 Outcomes. All Municipalities are expected to consider the 12 Outcomes when reviewing their IDPs and developing their annual Budgets for the 2011/12 MTREF. The 12 outcomes are:

- Improved quality of basic education.
- A long and healthy life for all South Africans.
- All people in South Africa are and feel safe.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable and sustainable rural communities with food security for all.
- Sustainable human settlements and improved quality of household life.

- A responsive, accountable, effective and efficient local government system.
- Environmental assets and natural resources that are well protected and continually enhanced.
- Create a better South Africa and contribute to a better and safer Africa and World.
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

KWAZULU-NATAL PROVINCIAL PRIORITIES

The provincial government directed by the national government has developed their own priority focus areas. These can be directly linked to the strategic priority areas of the national government.

- Strengthen government and service delivery
- Integrated investment in community infrastructure
- Promote sustainable economic development and job creation
- Development human capability
- Implement a comprehensive provincial response to HIV/AIDS
- Fight poverty and protect vulnerable groups in society

IMBABAZANE LOCAL MUNICIPALITY

Our Municipality fully subscribe to the priorities as set by both the national and the provincial government. We will do our utmost to



ensure that we contribute towards the realisation of the vision 2014 as reflected in the Medium Term Strategic Framework (MTSF) National Government.

Aligned to the provincial priorities here in our priority focus areas:

- Infrastructure and Basic Service Delivery
- Human Settlement (Housing)
- Institutional Financial Viability
- Development of Economic base and Job Creation
- Performance of Municipal Powers and Functions
- Intensifying the fight against HIV and AIDS
- Public safety and security
- Rural Development and Agrarian Reform
- Institutional capacity Development



DEVELOPMENT STRATEGIES

VISION

BY 2025, THROUGH PUBLIC PARTICIPATION IMBABAZANE SHALL BE A DEMOCRATIC, SUSTAINABLE, COMPETITIVE INSTITUTION WHICH PROVIDES OPPORTUNITIES TO ITS ENTIRE RESIDENT TO GROW AND PROSPER ECONOMICALLY AND SOCIALLY WITHIN A FRAMEWORK OF GOOD GOVERNANCE.

MISSION

BY 2025, THROUGH PUBLIC PARTICIPATION IMBABAZANE SHALL BE A DEMOCRATIC, SUSTAINABLE, COMPETITIVE INSTITUTION WHICH PROVIDES OPPORTUNITIES TO ITS ENTIRE RESIDENTS TO GROW AND PROSPER ECONOMICALLY AND SOCIALLY WITHIN A FRAMEWORK OF GOOD GOVERNANCE.

BATHO PELE PRINCIPLES

Batho Pele is an initiative to get public servants to be service orientated, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple, transparent mechanism,

which allows customers to hold public servants accountable for the type of services they deliver.

Our Municipality fully subscribe to these principles.

CONSULTATION

There should be constant consultation with the community regarding the quality they want to receive.

SERVICE STANDARDS

We should aim to achieve the highest possible standards in everything we do. We should aim to deliver beyond expectations.

ACCESS

All citizens should have equal access to the services they are entitled to.

COURTESY

Citizens should be treated with courtesy and consideration.

INFORMATION

Citizens should be given accurate information about the public services they are entitled to.



OPENNESS AND TRANSPARENCY

Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.

REDRESS

If the promised standard of the service is not delivered, an apology must be offered to the citizens.

VALUE FOR MONEY

Public services should be provided economically and efficiently in order to give the best possible value for money.

ENCOURAGING INNOVATION AND REWARDING EXCELLENCY

National and provincial departments and local government must ensure that an environment conducive to the delivery of the services created to enhance their staffs' capacity to deliver good services.

SERVICE DELIVERY IMPACT

National and provincial departments and local government should demonstrate how effective they are in meeting citizens needs through the collective impact of all their Batho Pele initiatives.

LEADERSHIP AND STRATEGIC DIRECTION

Good leaders ensure that they form partnerships with other organizations serving the same customers, and actively involve and support their customers in meeting their needs and expectations, and they set the vision and direction for the organization.



THE 5 YEAR IDP STRATEGY STRATEGIC FOCUS AREAS

The Municipality has opted to focus on the following strategic focus to overcome the challenges faced by its citizen and most importantly to achieve its vision. These are aligned to the national key performance indicators

STRATEGIC FOCUS AREAS

- Basic service delivery and infrastructure development
- Municipal Institutional development and transformation
- Local economic development
- Municipal financial viability and financial management
- Good governance and public participation

A number of key objectives have been developed for each of the strategic focus area. These objectives will be used to further develop key performance indicators (KPIs) against which performance, implementation, monitoring and reporting will be measured.

These objectives would be further analysed into Service Delivery and Budget Implementation Plan (SDBIPs) which in turn will provide detailed operational plans for the entity as whole and its department.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Investment in transport and other infrastructure is considered to be an important enabler of economic growth and poverty alleviation.

We have intensified our endeavour to ensure delivery of basic services to areas of need. In terms of the delivery of sustainable service infrastructure, we will focus on the following key infrastructure components:

1. Roads and storm water
2. Public Transport
3. Electricity Services
4. Water and Sanitation

ROADS AND STORM WATER

Significant amount of money has been budgeted to upgrade, maintain and erect new infrastructural assets. The Municipal Infrastructure grant (MIG) is used to fund road networks identified through comprehensive infrastructure development plan process. Our key deliverables in addressing this are listed below:

1. Conduct a backlog study
2. Develop and implement an integrated master plan to deal with road infrastructure. This will include planned



maintenance programme for infrastructure like roads, electricity and water. This will further ensure that the Department of Roads and Transport plans in relation to road networks are fully integrated into our plan.

3. Procure and maintain municipal plant and equipment

ELECTRICITY SERVICES

The entire area of Imbabazane is serviced directly by Eskom. An electrification plan has been developed and forwarded to Eskom for planning and implementation. We will continue to engage Eskom on the planning and implementation programmes aimed at providing electricity to all households. As a measure of output, we have detailed our targets for the short and long term in our organisational scorecard. One of the projects identified is the electrification of Amangwe. The infrastructure for this project has been laid out. The second phase of connecting households will soon take place.

In addition to the above, we have identified households from the indigent register that do not have electricity. These households will be provided with alternative energy/gel supply.

PUBLIC TRANSPORT

We plan to transform and restructure the public transport system. Our objective would be to provide a safe, reliable, effective, sustainable public transport system. This includes

implementing public transport plan developed by UThukela District Municipality. We plan to provide shelters at stopping areas within our jurisdiction.

WATER AND SANITATION

We have put together a number of mechanisms to ensure that water and sanitation are affordable to the poor and indigent community. In terms of water backlogs supplied by UThukela District Municipality, Imbabazane has about 13 464 households without access to portable water. This translates to 10% of the total population of the municipality. On Sanitation, about 11096 households do not have access to proper sanitation. This is about 8% of the entire population. Our core objective is universal access to basic service which aims at reducing the backlogs in line with national and provincial targets.



MUNICIPAL INSTITUTION DEVELOPMENT AND TRANSFORMATION

We planned to intensify effort of developing and sustaining a better public administration in order to deliver the services as efficiently as possible.

Our key fundamentals in achieving the above are the following:

- Improve service culture and workplace ethics
- Optimise staff structure, strategies and policies to promote skills development.

IMPROVING SERVICE CULTURE AND WORKPLACE ETHICS

As part of our effort to accelerate service delivery to all citizens, we have developed and implemented organisational performance management system. This necessitated that all senior managers sign performance contracts. These performance contracts clearly display key performance indicators and targets emanating from the overall score card of the entity. Quarterly reviews are conducted by independent personnel.

Effective implementation of the OPMS depends entirely on the stakeholders involved. In the near future we will focus on training councillors, managers and other community related forums.

OPTIMISE STAFF STRUCTURE, STRATEGIES AND POLICIES TO PROMOTE SKILLS DEVELOPMENT.

The biggest and the most valuable asset, when optimally utilised motivated and developed, of any entity are the people. This however becomes the entity's greatest liability when not used effectively.

Our focus area points will be the following:

- Filing of all posts as reflected on the organogram
- Work place skills plan
- Talent and Time management

We have identified various strategies and or interventions to address issues mentioned above. This will include increased investment in staff through continuous increase in the budget for training and development. Our retention strategy recently adopted sought to improve staff loyalty, staff productivity and really return on investment in staff development.



LOCAL ECONOMIC DEVELOPMENT

We will continue to implement programmes that seek to alleviate poverty through entrepreneurship development. We will also focus on improving skills of our people so to improve their lives in general. We aim to achieve this through the following key deliverables:

- Institutional development
- Formalisation of Ntabamhlophe and Emangweni
- SMME and Second Economy Support
- Sector support
- Provision of Physical infrastructure
- Develop and Expand manufacturing and retail sector
- Enterprise support
- Municipal Functions and Procurement Procedures

INSTITUTIONAL DEVELOPMENT

We will endeavour to foster good intergovernmental relations and will strive to cooperate with private sector, NGO and other role players. Municipal LED forum will be established to enable all stakeholders to participate effectively in matters of local economic development.

FORMALISATION OF NTABAMHLOPHE AND EMANGWENI

Imbabazane is rural in its entirety. Its heavy reliance on surrounding towns like Estcourt and Ladysmith has economical and social

disadvantages. One possible initiative to address that is to formalise Ntabamhlophe and Emangweni. The strategic location of these two areas offers great opportunities for future development.

Already established is a Multi-Purpose Community Centre and Municipal satellite office in Ntabamhlophe and Emangweni respectively.

SMME AND SECONDARY ECONOMY SUPPORT

One of the greatest challenges facing this country is high levels of unemployment and poverty. Employment in the formal sector is shrinking and the hope for job creation is through entrepreneurship development. This will be achieved through tourism programme and agricultural Initiatives. We will assist our communities to establish cooperatives and further equip them with relevant skills to sustain such entities. Significant budget will be allocated to this.

Develop and Expand manufacturing and retail sector

There are only two factories located in our Municipality. It is a shoe factory and a braiding factory. Both factories have immensely contributed to the economic development of the area.

Our discussion with these companies revealed that raw materials are sourced as far as Durban, Cape town and Johannesburg due to lack of supply from within. We have therefore started investigating the possibility of supply the said raw materials within the area



FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

We continue with our effort of ensuring transparency and accountability. We have various strategies developed to achieve that. Our focus will in this regard is

1. Revenue management
2. Clean Audit opinion
3. Debt management

This municipality is heavily reliant on grants to finance its operation. We will continue to explore avenues aimed at maximising our revenue. This will include strict control on our expenditures and looking at ways to enhance our revenue base. Achievement of this objective will make us realise our main objective of delivering services more efficient to our citizens.

Our corruption strategy has been reviewed and it aims to achieve zero tolerance to fraud, corruption and any other mismanagement of funds.

All our employees are required to act with honesty and absolute integrity. The entire management is tasked with the responsibility of providing strong leadership on this matter and to ensure zero tolerance to corporate crime.

As part of our overall strategy, we strive to obtain unqualified audit opinion over the entire life of this IDP

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP FRAMEWORK

UThukela District Municipality developed an IDP framework and this framework was adopted by all local municipalities including Imbabazane Municipality. This framework outlines milestones with clear timeframes.

COMMUNITY PARTICIPATION

In terms of chapter four of the Municipal Systems Act, “A municipality must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance, and must for this purpose:

- a) encourage and create conditions for the local community to participate in the affairs of the municipality including in
 - i) The preparation, implementing and review of its integrated development plan in terms of chapter 5.
 - ii) The establishment, implementation and review of its performance management system in terms of chapter 6
 - iii) The monitoring and review of its performance, including the outcomes and impact of such performance
 - iv) The preparation of its budget
 - v) Strategic decisions relating to the provisions

Imbabazane municipality on its IDP Process plan stipulates clearly the participation of the ward committee member’s representatives in the



meetings of the IDP Representative Forum. The mayoral Izimbizo are also used as a tool to ensure the participation of the masses in the development and implementation of the IDP, Budget and PMS. The local newspaper and the slot on Radio UKhozi FM are used to publicise and inform the community of the municipal programmes.

A communication strategy has been developed and the municipality will continually review the plan to suite the circumstances prevailing at that particular time. The plan also indicates the involvement of all stakeholders including government departments.

Traditional Leadership

We view traditional leadership as partners in the implementation of our programs. A sizeable budget will be allocated to ensure that all six traditional leaders are able to inculcate the heritage and culture of these different tribes. Currently the municipality is embarking on a project to consolidate the history and the heritage of each tribe with an intention of preserving them for future generation. Once completed a museum would be established to store and preserve this heritage. The project is as a result of the excellent partnership that we have with the local Traditional Leadership.



MUNICIPAL OBJECTIVES AND STRATEGIES

1) KEY PRIORITY AREA (KPA): LOCAL ECONOMIC DEVELOPMENT (LED)

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Local economic development	To stimulate local economic development within ILM	To develop the local economy through agricultural development.	⇒ To review and Implement the agricultural plan.	⇒ Ensuring proper functioning of local agricultural structures within ILM.	July 2013	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To develop the local economy through agricultural development.	⇒ Implement the agricultural plan.	⇒ Quantification of arable land available for development.	July 2013	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To develop the local economy through agricultural development.	⇒ Implement the agricultural plan.	⇒ Number of feasibility studies undertaken – commodity identification.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To develop the local economy through agricultural development.	⇒ Implement the agricultural plan.	⇒ Number of business plans prepared for seeking funds.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To develop the local economy through agricultural development.	⇒ Implement the agricultural plan.	⇒ Number of projects implemented	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To develop the local economy through agricultural development.	⇒ Implement the agricultural plan.	⇒ Number of jobs created.	Annually	Office of the Municipal Manager



Local economic development	To stimulate local economic development within ILM	To use Tourism as one of the drivers of the local economy.	⇒ Continuous promotion of Tourism within ILM.	⇒ Functional Tourism Forum.	July 2012	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To use Tourism as one of the drivers of the local economy.	⇒ Continuous promotion of Tourism within ILM.	⇒ Number of Tourism events supported and attended.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To use Tourism as one of the drivers of the local economy.	⇒ Continuous promotion of Tourism within ILM.	⇒ Number of Tourism Feasibility Studies undertaken – Tourism Commodities.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To use Tourism as one of the drivers of the local economy.	⇒ Continuous promotion of Tourism within ILM.	⇒ Number of business plans submitted for funding.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To use Tourism as one of the drivers of the local economy.	⇒ Continuous promotion of Tourism within ILM.	⇒ Number of jobs created.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To use Tourism as one of the drivers of the local economy.	⇒ Continuous promotion of Tourism within ILM through the establishment of a museum.	⇒ Functional museum	June 2013	Office of the Municipal Manager



KEY PRIORITY AREA (KPA): LOCAL ECONOMIC DEVELOPMENT (LED)

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Functional LED Forum.	July 2013	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Number of projects identified with an LED potential.	August 2014	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Number of feasibility studies undertaken.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Number of business plans submitted for funding.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Number of LED initiatives supported by ILM.	Annually	Office of the Municipal Manager
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Number of land zoned for commercial and industrial use.	December 2014	Office of the Municipal Manager



			⇒	⇒		
Local economic development	To stimulate local economic development within ILM	To stimulate LED through the promotion of industrial and mall development within ILM.	⇒ Implementation of an LED Plan.	⇒ Facilitate the establishment of a commercial centre in Ntabamhlophe and Emangweni.	December 2012	Office of the Municipal Manager



2) KEY PRIORITY AREA (KPA): PROVISION OF BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To lobby relevant institutions to priorities Imbabazane in the provision of basic services.	⇒ Identify households without access to water.	⇒ Number of new water connections.	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To lobby relevant institutions to priorities Imbabazane in the provision of basic services.	⇒ Identify households without access to sanitation.	⇒ Number of new households provided with proper sanitation facilities.	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To lobby relevant institutions to priorities Imbabazane in the provision of basic services.	⇒ Identify households without access to electricity.	⇒ Number of new electricity connection.	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To lobby relevant institutions to priorities Imbabazane in the provision of basic services.	⇒ Identify areas without access to telecommunication facilities.	⇒ Number of new areas provided with telecommunication facilities.	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	Facilitate the provision of roads, side walks, bridges and foot bridges.	⇒ Identify areas without access roads, side walks, bridges and foot bridges.	⇒ Source funding for roads. ⇒ Number of areas provided with access roads, side walks, bridges and foot bridges.	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	Facilitate sustainable human settlements	⇒ Develop and review housing sector plans	⇒ Adopted housing sector plan.	March 2012	Technical
			⇒	⇒		



Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	Facilitate sustainable human settlements	⇒ Implement prioritised housing projects	⇒ Number of houses constructed	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To ensure provision of community halls and creches.	⇒ Identify areas where community halls and creches are required within ILM.	⇒ Number of newly built community halls and creches.	Annually	Technical
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To ensure provision of waste management service.	⇒ Develop and implement waste management plan	⇒ Adopted waste management plan.	July 2013	Community services
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To ensure provision of a municipal owned burial area – cemetery site.	⇒ Develop and implement cemetery plan	⇒ Adopted cemetery plan.	July 2013	Community services
Provision of basic services and infrastructure development.	To reduce infrastructure backlog.	To ensure provision of Taxi ranks and shelters	⇒ Identify areas where Taxi Ranks and shelters are needed. ⇒ Source funding for construction	⇒ Number of newly built Taxi Ranks and shelters	December 2014	Community services



3) KEY PRIORITY AREA (KPA): SOCIAL DEVELOPMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Social Development	To promote social development within ILM.	Health: Facilitate adequate and appropriate access to primary health services	⇒ Liaise with Dept of Health to identify areas where mobile clinic service is essential.	⇒ A list of possible areas where mobile service need to be extended to	June 2013	Community Service
Social Development	To promote social development within ILM.	Health: Facilitate adequate and appropriate access to primary health services	⇒ Sign MOU with Dept of Health	⇒ Signed MOU and increased distribution of clinic points and visits per point	June 2013	Community Service
Social Development	To promote social development within ILM.	Health: Facilitate adequate and appropriate access to primary health services	⇒ Liaise with Dept of Health for provision of a clinics in ILM	⇒ Results of the discussion / meeting held	June 2013	Community Service
Social Development	To promote social development within ILM.	Health: Facilitate adequate and appropriate access to primary health services	⇒ Ensure training and capacitating of more health care workers	⇒ No. of trained community health care workers.	Annually	Community Service
Social Development	To promote social development within ILM.	Health: Facilitate adequate and appropriate access to primary health services	⇒ HIV/AIDS: ensure establishment of partnerships with relevant government departments and NGO's in developing and implementing the AIDS awareness and education programme.	⇒ Adopted HIV/AIDS awareness campaign / programme	Annually	Community Service
Social Development	To promote social development within ILM.	Education: Facilitate adequate and appropriate access to education facilities within ILM.	⇒ Liaise with schools to identify facilities required for effective and efficient learning	⇒ Number of meetings held with various schools	June 2013	Community Service
Social Development	To promote social development within ILM.	Education: Facilitate adequate and appropriate access to education	⇒ Liaise with schools to identify facilities required for effective and efficient learning	⇒ Adopt programme for assisting needy schools	June 2013	Community Service



		facilities within ILM.				
Social Development	To promote social development within ILM.	Education: Facilitate adequate and appropriate access to education facilities within ILM.	⇒ Liaise with schools to identify facilities required for effective and efficient learning	⇒ % increase in the bursary scheme	July 2013	Community Service
Social Development	To promote social development within ILM.	Education: Facilitate adequate and appropriate access to education facilities within ILM.	⇒ Encourage culture of learning within ILM	⇒ % increase of children attending school	Annually	Community Service
Social Development	To promote social development within ILM.	Education: Facilitate adequate and appropriate access to education facilities within ILM.	Encourage culture of learning within ILM and establish Loskop library	⇒ % increase in metric pass rate and a functional Loskop library	Annually	Community Service
Social Development	To promote social development within ILM.	Public Safety: Through partnerships, ILM intends improving the safety and security of residents	⇒ Partner with SAPS in developing a crime prevention strategy	⇒ Adopted crime prevention strategy and signed MOU with SAPS	July 2013	Community Service



KEY PRIORITY AREA (KPA): SOCIAL DEVELOPMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Social Development	To promote social development within ILM.	Public Safety: Through partnerships, ILM intends improving the safety and security of residents	⇒ In partnership with the Dept of Transport, develop a road safety awareness programme / campaign and a functional protection services	⇒ Adopted road safety programme / campaign and a functional protection services	June 2013	Community Service
Social Development	To promote social development within ILM.	Public Safety: Through partnerships, ILM intends improving the safety and security of residents	⇒ Implement disaster management plan	⇒ Number of projects implemented as per the disaster management plan	Annually	Community Service
Social Development	To promote social development within ILM.	Youth: Facilitate development of programmes geared towards developing youth to become responsible future citizens	⇒ Develop a Youth Development Programme	⇒ Adopted Youth Development Programme	December 2013	Community Service
Social Development	To promote social development within ILM.	Youth: Facilitate development of programmes geared towards developing youth to become responsible future citizens	⇒ Establish a Youth Desk within ILM	⇒ Established Youth Desk	December 2013	Community Service
Social Development	To promote social development within ILM.	Youth: Facilitate development of programmes geared towards developing youth to become responsible future citizens	⇒ Establish a Youth Desk within ILM	⇒ Number of Youth Forums held per annum	Annually	Community Service
Social Development	To promote social development within ILM.	Elderly: Facilitate the development of community awareness programmes about the needs of the elderly section of ILM community	⇒ Develop a programme for the elderly citizens	⇒ Adopted elderly programme	December 2013	Community Service



Social Development	To promote social development within ILM.	Elderly: Facilitate the development of community awareness programmes about the needs of the elderly section of ILM community	⇒ Lobby for the establishment of an old age home	⇒ Meetings held with various relevant institutions	December 2013	Community Service
Social Development	To promote social development within ILM.	Elderly: Facilitate the development of community awareness programmes about the needs of the elderly section of ILM community	⇒ Encourage elderly citizens to attend ABET	⇒ % increase in elderly citizens attending ABET	Annually	Community Service
Social Development	To promote social development within ILM.	Disabled: Facilitate establishment of a community awareness programme about the needs of the disabled people	⇒ Develop a programme for the disabled people	⇒ Accepted programme for the disabled people	December 2012	Community Service
Social Development	To promote social development within ILM.	Disabled: Facilitate establishment of a community awareness programme about the needs of the disabled people	⇒ Ensure employment of disabled people in various initiatives within ILM	⇒ % increase in employment of disabled people	Annually	Community Service



KEY PRIORITY AREA (KPA): SOCIAL DEVELOPMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Social Development	To promote social development within ILM.	Sports & Recreation: To facilitate provision of relevant sporting facilities within ILM	⇒ Identify sports facilities that needs upgrading	⇒ No. of upgraded sports fields	Annually	Community Service
Social Development	To promote social development within ILM.	Sports & Recreation: To facilitate provision of relevant sporting facilities within ILM	⇒ Identify areas where new sports fields are needed.	⇒ No. of new sports fields per annum	Annually	Community Service
Social Development	To promote social development within ILM.	Sports & Recreation: To facilitate provision of relevant sporting facilities within ILM	⇒ Encourage diversification of sporting codes at all levels	⇒ No. of new sporting codes introduced per annum	Annually	Community Service
Social Development	To promote social development within ILM.	Sports & Recreation: To facilitate provision of relevant sporting facilities within ILM	⇒ Encourage sport competition at Ward Level	⇒ Number of competitions held at Ward Level per annum	Annually	Community Service
Social Development	To promote social development within ILM.	Sports & Recreation: To facilitate provision of relevant sporting facilities within ILM	⇒ Convene Mayoral Games in preparation for annual SALGA Games	⇒ Number of Mayoral Games held in a calendar year	Annually	Community Service
Social Development	To promote social development within ILM.	Gender equity: To ensure gender equity across spheres of operation within ILM	⇒ Develop a Gender Equity Plan within ILM	⇒ Adopted Gender Equity Plan	December 2012	Co-operate Service



4) KEY PRIORITY AREA (KPA): MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure compliance with the MFMA within the articulated time frames	⇒ Prepare and submit budget process plan to Council.	⇒ Budget process plan submitted to Council in terms of MFMA	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure compliance with the MFMA within the articulated time frames	⇒ Prepare and submit Draft Budget to relevant institutions	⇒ Submission of Draft Budget to relevant structures within prescribed time frame	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure compliance with the MFMA within the articulated time frames	⇒ Prepare and submit Final Budget to relevant structures	⇒ Final Budget submitted to relevant structures within the required time frame	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure compliance with the MFMA within the articulated time frames	⇒ Ensure budget alignment to the IDP process	⇒ Budget implementation plan submitted as part of the IDP.	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure compliance with the MFMA within the articulated time frames	⇒ Prepare and submit reports as prescribed by the MFMA (S52)	⇒ Number of reports prepared as per the MFMA (S52)	Annually	Finance



Management	financially sustainable					
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure compliance with the MFMA within the articulated time frames	⇒ Ensure preparation of adjustment budget as and when necessary	⇒ Adjusted budget prepared within the determined time period	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure promotion of public input with regard to the formulation of an Annual Budget	⇒ Convene road shows for tabling the Annual Budget	⇒ Meetings held with various structures within ILM	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure promotion of public input with regard to the formulation of an Annual Budget	⇒ Advertisement of the AR or the Oversight Report for public consumption	⇒ Number of advertisements for Budget placed for public comment	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensuring sound financial governance within ILM	⇒ Regular auditing of municipal finances	⇒ Number of internal audit reports submitted	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensuring sound financial governance within ILM	⇒ Functioning of the shared service audit committee	⇒ No. of audit committee meetings held	Annually	Finance



KEY PRIORITY AREA (KPA): MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	To ensure effective expenditure management	⇒ Proper expenditure of grant funding	⇒ % grant funding spent	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	To ensure effective expenditure management	⇒ Proper credit control	⇒ Payment of creditors, councilors, staff, third party, etc within a prescribed time frame	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	To ensure effective expenditure management	⇒ Regular reporting on expenditure	⇒ Number of expenditure reports submitted with the SDBIP	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensuring effective revenue management	⇒ Debt collection procedure in place	⇒ Billing of debtors in line with the Debt Collection Plan	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensuring effective revenue management	⇒ Implementation of indigent support policy	⇒ Updating of Indigent Register	Annually	Finance



Management	financially sustainable					
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure effective treasury management	⇒ Develop and implement store and asset management policy	⇒ % of assets managed and verified as per the assets and store management policy	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure effective treasury management	⇒ Preparation of bank reconciliation and cash flow statements	⇒ No. of bank reconciliation and cash flow statements compiled	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Ensure effective treasury management	⇒ Updating of financial statistics	⇒ No. of statistical reports compiled	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	To ensure statutory financial reporting in accordance with the provisions of MFMA	⇒ Preparation and submission of required reports timeously	⇒ No. of section 71 reports submitted	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	To ensure statutory financial reporting in accordance with the provisions of MFMA	⇒ Preparation and submission of required reports timeously	⇒ No. of S52 (d) reports submitted	Annually	Finance



Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	To ensure statutory financial reporting in accordance with the provisions of MFMA	⇒ Preparation and submission of required reports timeously	⇒ No. of annual financial statements submitted	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Implement Supply Chain in accordance with the provisions of the SCM regulations and Policy	⇒ Review appointments of bid committee members	⇒ No. of bid committees established	Annually	Finance



KEY PRIORITY AREA (KPA): MUNICIPAL FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Implement Supply Chain in accordance with the provisions of the SCM regulations and Policy	⇒ Workshop SCM committee members on recent developments on SCM Policy	⇒ No. of workshops held on SCM Policy	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Implement Supply Chain in accordance with the provisions of the SCM regulations and Policy	⇒ Consolidate Procurement Plan	⇒ Consolidated Procurement Plan	December 2012	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Implement Supply Chain in accordance with the provisions of the SCM regulations and Policy	⇒ Review of SCM Policy	⇒ Adopted reviewed SCM Policy	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Implement Supply Chain in accordance with the provisions of the SCM regulations and Policy	⇒ Updating of suppliers data base	⇒ Reviewed suppliers data base	Annually	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the involvement of Heads of Departments in budget	⇒ Approval of spending by each HOD in relation to their line function – budget management	⇒ % budget spent approved by HOD's on annual bases	Annually	Finance



Management	financially sustainable	spending and approval				
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the increase in aggregate of municipal investment over the next ten years	⇒ Development of a Five year Fiscal Plan	⇒ Adoption and implementation of a Fiscal Plan	December 2012	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the increase in aggregate of municipal investment over the next ten years	⇒ Development of a Financial Investment Strategy	⇒ Adoption and implementation of an Investment Strategy	December 2012	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the establishment of necessary financial policies	⇒ Develop Credit Control and Debt Collection Policy	⇒ Adoption and implementation of a Credit Control and Debt Collection Policy	December 2012	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the establishment of necessary financial policies	⇒ Development of a Tariff Policy	⇒ Adoption and implementation of a Tariff Policy	December 2012	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the establishment of necessary financial policies	⇒ Development of an Assets Management Policy	⇒ Adoption and implementation of an Assets Management Policy	December 2012	Finance



Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the establishment of necessary financial policies	⇒ Development of an Expenditure Policy	⇒ Adoption and implementation of Expenditure Policy	December 2012	Finance
Municipal Financial Viability and Financial Management	To develop Imbabazane Local Municipality to a point where it is financially sustainable	Facilitate the establishment of necessary financial policies	⇒ Development of a Budget Policy	⇒ Development and implementation of a Budget Policy	December 2012	Finance



5) KEY PRIORITY AREA (KPA): GOOD GOVERNANCE AND PUBLIC PARTICIPATION

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Co-ordination of activities with three spheres of government	⇒ Identify and attend joint national, provincial and district initiatives	⇒ No. of joint committee meetings attended annually	Annually	Co-operate Service
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Facilitate proper functioning of IDP related structures	⇒ Prepare and submit IDP Process Plan for adoption	⇒ IDP Process Plan adopted	Annually	Office of the Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Facilitate proper functioning of IDP related structures	⇒ Administer all structures related to IDP	⇒ No. of IDP related meetings held per annum with all relevant structures	Annually	Office of the Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Facilitate proper functioning of IDP and PMS related structures	⇒ Develop and Review PMS	⇒ Adopted PMS	Annually	Office of the Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Facilitate proper functioning of IDP related structures	⇒ Continuous engagement with other government structures and private sector alike	⇒ No. of sector departments and private sector institutions consulted	Annually	Office of the Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Facilitate strategic planning process	⇒ Convene strategic planning sessions	⇒ No. of strategic planning sessions held	Annually	Office of the Municipal Manager
Good Governance	To ensure good inter-governmental relations in	Facilitate strategic	⇒ Review IDP in line with Section 34 of the Municipal	⇒ IDP reviewed in line with S34 of MSA and submitted to	Annually	Office of the



and Public Participation	the dealings of the municipality	planning process	Systems Act	relevant structures.		Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Align communication strategy to Council programmes and projects	⇒ Develop and implement communication strategy ILM	⇒ Adoption and effective implementation of the communication strategy	Annually	Office of the Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Improve communication among management, administration, political structures, local structures and political office bearers – deepening participatory culture	⇒ Engage with all structures within ILM to improve relations – presenting the umnicipal vision and lobbying support from all relevant local structures	⇒ Enhanced relations with all structures e.g. Amakhosi, Management, Political Office Bearers, etc.	Annually	Office of the Municipal Manager
Good Governance and Public Participation	To ensure good inter-governmental relations in the dealings of the municipality	Improve communication among management, administration, political structures, local structures and political office bearers – deepening participatory culture	⇒ Develop performance management for management and political office bearers	⇒ Adopted Policy for performance appraisal for management and political office bearers	Annually	Co-operate Service



6) KEY PRIORITY AREA (KPA): MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop and review the implementation of the organizational structure in line with the strategic plan and operational requirements	⇒ Design organizational structure	⇒ Adopted organizational structure	March 2012	Office of the Municipal Manager/Corporate services
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop and review the implementation of the organizational structure in line with the strategic plan and operational requirements	⇒ Fill in all critical posts	⇒ All critical posts must be 100% filled	June 2012	Corporate services
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop sound human resources and administration policies	⇒ Develop recruitment policy	⇒ Adoption and implementation of recruitment policy	May 2012	Co-operate Service



	manner					
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop sound human resources and administration policies	⇒ Develop remuneration policy	⇒ Adoption and implementation of remuneration policy	June 2013	Co-operate Service
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop sound human resources and administration policies	⇒ Job evaluation policy	⇒ Adoption and implementation of job evaluation policy	June 2013	Co-operate Service
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop sound human resources and administration policies	⇒ Develop staff training and development policy	⇒ Adoption and implementation of staff training and development policy	June 2013	Co-operate Service
Municipal Institutional Development	To develop Imbabazane LM administration to a	Develop sound human resources and	⇒ Develop a policy for utilization of municipal facilities	⇒ Adoption and implementation of the utilization of municipal facilities	June 2013	Co-operate Service



and Transformation	level that enables it to perform its functions and exercise its powers in an effective and accountable manner	administration policies				
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop sound human resources and administration policies	⇒ Develop customer care policy	⇒ Adoption and implementation of the customer care policy	June 2013	Co-operate Service
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop sound human resources and administration policies	⇒ Develop Indigent support policy	⇒ Adoption and implementation of Indigent support policy	June 2013	Finance
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and	Develop sound human resources and administration policies	⇒ Develop Staff Placement Policy	⇒ Adoption and implementation of Staff Placement Policy	June 2013	Co-operate Service



	accountable manner					
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KEY PRIORITY AREA (KPA): MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop a conducive co-operate brand identity and image for Imbabazane LM	⇒ Create awareness on municipality's policies and its democratic processes	⇒ Adopted awareness programme about the ILM	Annually	office of the Municipal Manager
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop a conducive co-operate brand identity and image for Imbabazane LM	⇒ Develop a branding plan and conduct a customer survey	⇒ Adopted branding plan and the number of customer surveys conducted	Annually	Corporate services
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Develop a conducive co-operate brand identity and image for Imbabazane LM	⇒ Maintain municipality's professional image.	⇒ Production of branded documents and improved co-operate image through utilization of a website, newsletters, interviews, radio talks and press statements, etc.	Annually	Co-operate Service



	manner					
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Through internal dialogue, promote good governance and institutional development	⇒ Co-ordinate the activities of portfolio committee – per department	⇒ No. of portfolio committee meetings held	Annually	Co-operate Service
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Facilitate preparation and submission of statutory reports	⇒ Submission of monthly, quarterly and other statutory reports to relevant structures and authorities as per legislation requirement	⇒ No. of statutory reports submitted to relevant structures/authorities	Annually	Co-operate Service
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Facilitate preparation and submission of Council reports	⇒ Submission of agenda items/reports to the MM for incorporation in the Council agenda	⇒ Items / reports submitted within the required time frame	Annually	Co-operate Service
Municipal Institutional Development	To develop Imbabazane LM administration to a	Facilitate effective and efficient Information Technology (IT) support	⇒ Develop and continuously review IT Policy	⇒ IT Policy developed and reviewed accordingly	June 2013	Co-operate Service



and Transformation	level that enables it to perform its functions and exercise its powers in an effective and accountable manner	for the Imbabazane LM				
Municipal Institutional Development and Transformation	To develop Imbabazane LM administration to a level that enables it to perform its functions and exercise its powers in an effective and accountable manner	Facilitate the execution of Powers and Functions as per legislation	⇒ Identify Powers and Functions that could be performed immediately	⇒ No. of Powers and Functions executed on annual bases	Annually	Co-operate Service



7) KEY PRIORITY AREA (KPA): SPATIAL AND ENVIRONMENTAL PLANNING

AREA OF FOCUS	OBJECTIVE	STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS (KPI)	TIME FRAME	RESPONSIBILITY
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate the establishment of a Spatial Development Framework (SDF) for Imbabazane LM	⇒ Develop and review SDF for ILM	⇒ Adopted SDF for ILM	Annual review	office of the Municipal Manager
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate the establishment of a Spatial Development Framework (SDF) for Imbabazane LM	⇒ Develop Land Use Management Systems (LUMS)	⇒ Adoption and implementation of the LUMS	Annually	office of the Municipal Manager
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate the establishment of an environmental management plan	⇒ Develop and implement environmental management plan	⇒ Adoption and implementation of an environmental management plan	Annually	office of the Municipal Manager
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate preparation of spatial restructuring plans for the primary and secondary nodes	⇒ Develop framework plan for Ntabamhlophe	⇒ Adopted framework plan for Ntabamhlophe primary node	December 2013	office of the Municipal Manager
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate preparation of spatial restructuring plans for the primary	⇒ Develop framework plan for eMangweni secondary node	⇒ Adopted framework plan for eMangweni secondary node	December 2013	office of the Municipal Manager



	tool for Imbabazane LM	and secondary nodes				
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate the formalization of Ntabamhlophe and eMangweni nodes	⇒ Formalization of both Ntabamhlophe and eMangweni nodes	⇒ Council resolution to formalize both areas	June 2013	office of the Municipal Manager
Spatial and Environmental Planning	To ensure the development of a coherent spatial land management tool for Imbabazane LM	Facilitate the formalization of Ntabamhlophe and eMangweni nodes	⇒ Engage necessary structures for the formalization process	⇒ No. of meetings with relevant structures	Annually	office of the Municipal Manager

SDF:INTRODUCTION

In line with the legislative requirement (Municipal Systems Act (MSA), Act No 32 of 2000), Imbabazane Local Municipality (ILM) engaged in a process of refining and reviewing its Integrated Development Plan (IDP). The review is undertaken on annual bases and seeks to re-position and re-align the development priorities of the municipality in line with the available financial means including the national and provincial development priorities. Going further, the IDP seek to commit the municipality in identifying and addressing the key development issues within its area of jurisdiction. Thus, it is generally regarded as an organizational and institutional transformation tool, and an instrument for change management.

What constitute the Integrated Development Plan is a range of sectoral plans, and each plan has a particular area of focus. One of such plans comes in the form of a Spatial Development Framework (SDF) – which is what this document seek to deal with in more details in the subsequent sections of the report.

1.1 THE NEED FOR THE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The need for the Spatial Development Framework arises from a range of issues. Firstly, Chapter Five of the Municipal Systems Act deals with the subject matter of Integrated Development Plans and identifies Spatial Development Framework as one of the key components of an Integrated Development Plan. To this end, it is a legislative requirement. Secondly, the MEC in his comments on Imbabazane Municipality IDP also indicated a need for the refinement of the Spatial Development Framework. Cordially so, the Imbabazane Local Municipality has done its own internal assessment where a need to refine the Spatial Development Framework (SDF) was evident – taking into consideration the results of the recent demarcation process. The Spatial Development Framework (SDF) assists in terms of setting a location criteria for various proposed development initiatives. The objectives of Imbabazane Spatial Development Framework can thus be summarized as follows:

- ⇒ To provide a broad spatial strategic development intent of Imbabazane Local Municipality

- ⇒ To promote an improved system of access in terms of both physical connection and improved access to social and economic opportunities
- ⇒ To indicate areas of environmental concerns which should be conserved?, and-
- ⇒ To provide a framework for managing development.

Further to the above, the SDF provides a strategic guide for the spatial transformation of various areas. It provides a framework for the formulation of more detailed and area/site specific plans including framework plans and Land Use Management Systems – thus serving as an important link and a catalyst for the preparation of a Land Use Management System (LUMS) for the municipality.

1.2 THE LOCATION FACTOR

As can be observed in Map 1 overleaf, Imbabazane Local Municipality is located within uThukela District Municipality and forms part of the five local municipalities that constitute the said district municipality. It is situated south of UKhahlamba Municipality, west of uMtshezi Municipality and north of Mooi - Mpofana Local Municipality. It is located at the foothills of the central UKhahlamba Drakensberg Park (World Heritage Site), and is sandwiched between UKhahlamba, uMtshezi and Mpofana Municipalities (See Map 1 Overleaf). The subject municipality

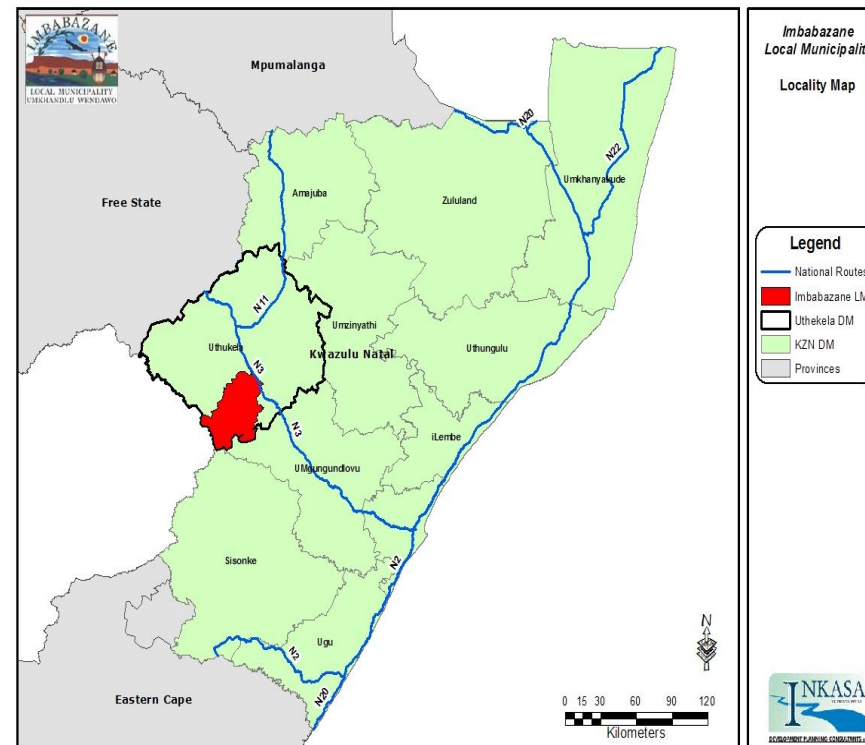
previously had twelve (12) wards but with the finalisation of the new demarcation process, the number of wards has increased to thirteen (13).

Imbabazane is one of the local municipalities that are located within uThukela District Municipality.

It borders onto the foothills of Ukhahlamba World Heritage Site and consist of thirteen wards (13).

The N3 corridor is one of the significant routes which run through the subject municipality area – on the north-east side.

Map 1: The Location of Imbabazane Local Municipality



2 APPROACH AND METHODOLOGY

2.1 COMMENTS FROM MEC

The previous review drew a number of useful comments from the MEC. Thus, as a first step, it was important to consider the input received from the office of the MEC which deals with IDP and other associated matters. This served as a catalyst for the review and provided strategic areas where the current review needed to place more focus on.

2.2 DESKTOP STUDY

Substantial information which was generated through various preceding studies was available and was used in this exercise. Information solicited from these initiatives formed the basis for analysis and comprehension of some of the key pressing issues within ILM. Some

of the primary sources of information *inter-alia* include the following:

- ⇒ Imbabazane Integrated Development Plan (IDP- previous reviews)
- ⇒ Imbabazane Land Use Management Systems (LUMS) - Draft
- ⇒ Imbabazane Agricultural Development Strategy
- ⇒ Imbabazane Tourism Strategy
- ⇒ Imbabazane Local Economic Development Strategy (LED)
- ⇒ Imbabazane Environmental Management Plan (EMP), and-
- ⇒ The Housing Sector Plan, etc.

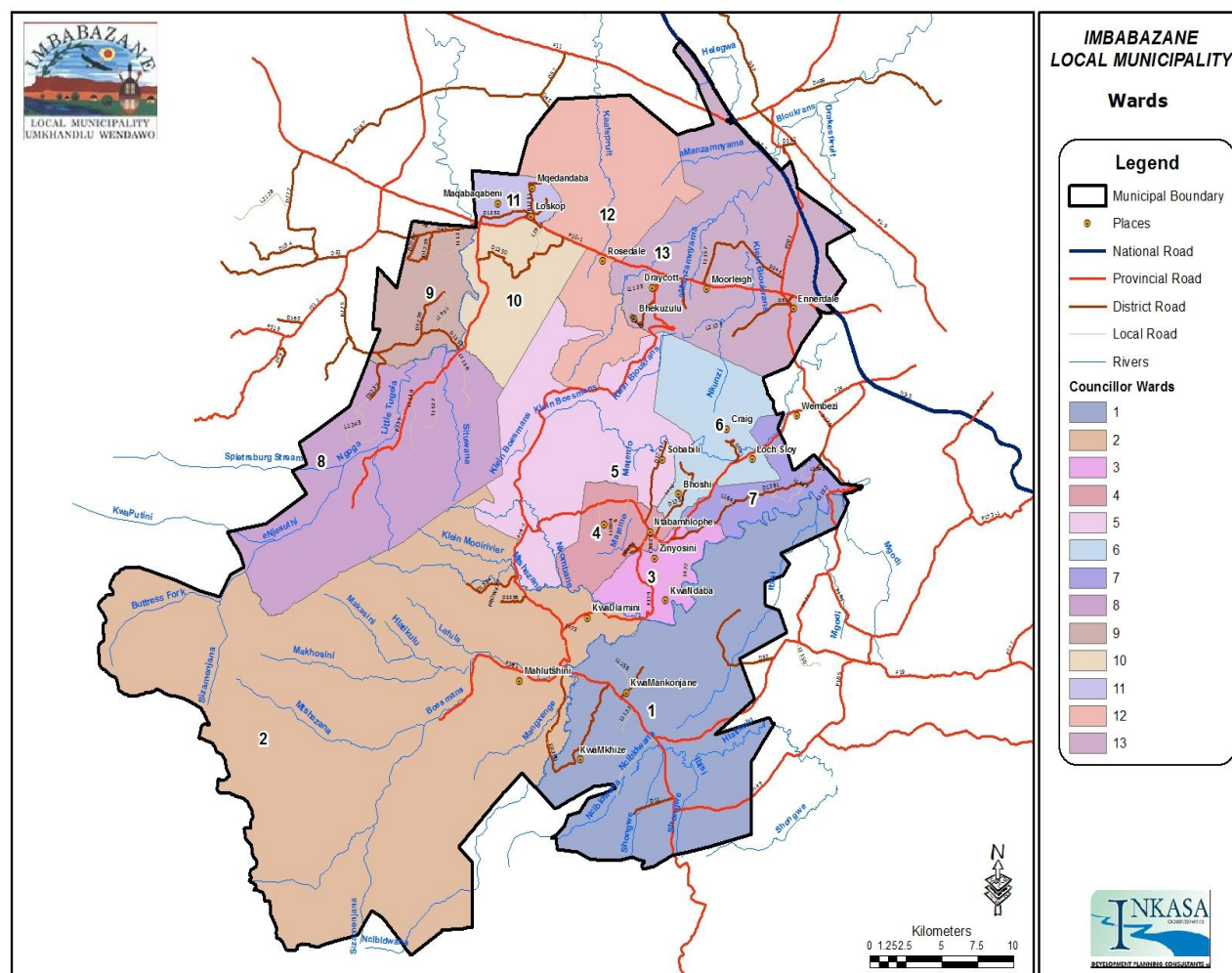
2.3 POLICY REVIEW

A policy review also formed an integral part of the review process. The fundamental reason for undertaking a policy review, is to ensure alignment and integration with initiatives transpiring at national, provincial and district level - policy review seeks to identify tools available to ILM which provides an enabling framework for various spatial initiatives to occur. Policies assist in providing a legal framework upon which the ILM should operate. Thus on the basis of this, it is imperative that in all its development endeavours, ILM should abide and give effect to the spatial norms which have been provided by relevant policy framework. And that any deviation from this would be paramount to poor adherence to national and provincial areas of focus.

2.4 ALIGNMENT WITH THE NEW DERMACATION PROCESS

The recent dermacation process saw the extension or incorporation of a new areas within Imbabazane Local Municipality. As was indicated in section 1.2 of this report, ILM previously had twelve (12) wards, however, as a result of the recent dermacation process the number of wards has increased to thirteen (13). Also, the area located on the south-western part of the municipality has been incorporated within ILM- forming the large part of Ward 2, see Map 2 of this report (this area previously fell under the management of the now disbanded DMA) . Thus, it was important that as part of this review process relevant adjustment is made and that new areas are brought in, in the analysis and planning in line with the objectives of the SDF of the subject municipality.

MAP 2: EXISTING WARDS WITHIN ILM



2.5 LAND USE SURVEY

An expansive land use survey was undertaken for the entire municipal area. The Integrated Development Plan (IDP) of ILM has identified two main areas as nodes (which is where available public and private funding should be channeled). The areas which have been identified as major development nodes include Ntabamhlophe and eMangweni. From this perspective, it was essential to undertake a detailed land use survey for both areas and to develop a spatial profile with respect to existing land uses and other facilities.

2.6 UNDERTAKING FIELDWORK

In line with planning principles and more especially, spatial planning principles, it was important to undertake a practical exercise that seeks to identify potential development areas. In order to give effect to this, the project team had to undertake fieldwork so as to identify and ground truth various land parcels which are currently vacant and underutilized but located in strategic areas.

2.7 TAKING OF GPS CO-ORDINATES

The SDF deals with spatial issues thus it is imperative to collect and analyse all existing spatial data. To this end, up to date and

relevant spatial data is important. However, within ILM some of the spatial elements have not been mapped in recent years. Going further, they are neither available as part of primary sources of information. In acknowledgement of this information gap, the project team made use of GPS to develop co-ordinates and spatial profile of these elements - this mainly include existing economic initiatives such as industries and other local economic initiatives in a form of tourism resources, etc. Cordially so, the incorporation of new areas within ILM required the project team to walk the length and breadth of the new areas so as to identify and GPS existing spatial features which are pivotal from the spatial planning perspective.

2.8 STRUCTURED PUBLIC PARTICIPATION

In order to maximise the limited time that was afforded to the project team, it was recommended that a structured public participation be used. The approach adopted in this regard was based on the notion of minimizing public input during the planning process so as to speed up the process of formulating an SDF. However, the final product was presented to a group of stakeholders that were identified as key role players – this include the IDP Forum, etc.

2.9 MAPPING

All information generated during the research process was mapped in order to provide an indication of their spatial location throughout the subject municipality area.

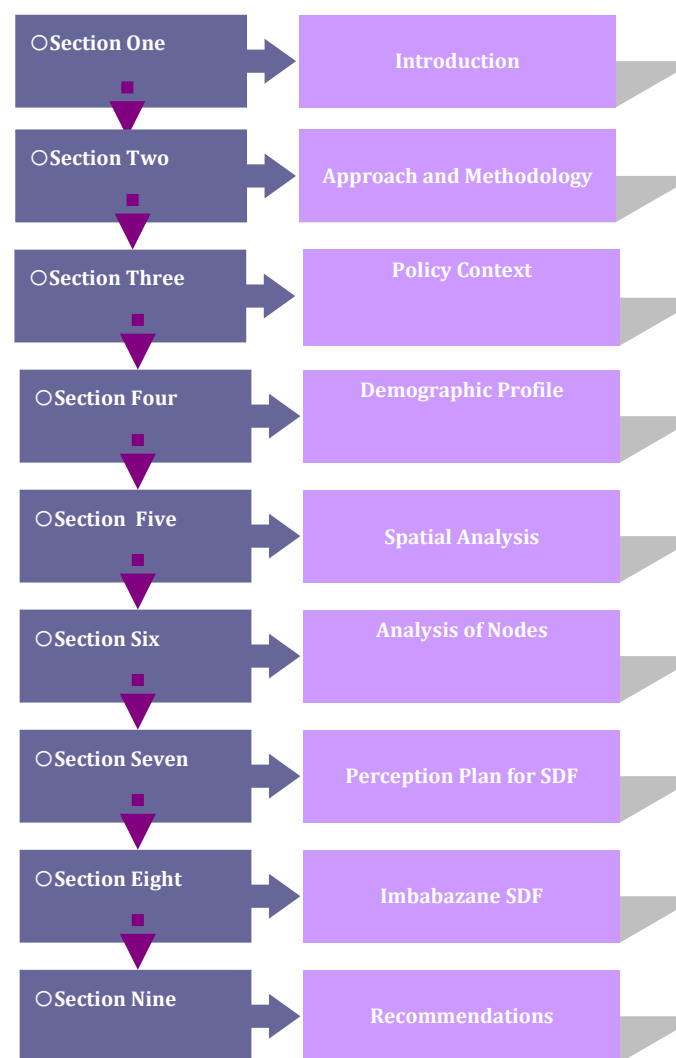
2.10 REPORT COMPILATION

Information collected and gleaned during the research process was compiled into a concise report which will give strategic guidance to various spatial initiatives within ILM.

2.11 THE STRUCTURE OF THE REPORT

The SDF for Imbabazane Municipality is presented in nine sections, as indicated in Figure one below. As indicated on figure 1 below, the report opens with a general introduction which sets the tone and provides an indication of the need for the SDF. The second section provides the approach and methodology employed during the research process. Section three looks briefly at the policy context and outlines some of the key national and provincial initiatives that should underpin Imbabazane SDF. The fourth section deals with the demographic profile of the subject municipality area while the fifth section focuses on the spatial analysis. Going further, section six of the reports dwells on the analysis of the primary and secondary nodes. Section seven

introduces spatial development principles and concepts as an anchor of reference for the Spatial Development Framework (SDF). Section eight provides the elements that constitute Imbabazane Spatial Development Framework while the last section, section nine provides recommendations for further investigation. Figure 1: The Structure of the Report



3 POLICY CONTEXT

This section of the report is intended to provide a broad overview of the policy/ies that are essential in the planing and implementation of Imbabazane Local Municipality Spatial Development Framework. As already alluded to in the preceding sections of this report, the SDF deals with spatial issues (it translates the municipal vision into a spatial plan). Thus, this section locates the SDF within the national, provincial and district spatial planning policy directives, and identifies spatial development trends and patterns that impacts directly onto Imbabazane Local Municipality.

3.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The National Spatial Development Perspective (NSDP) was launched by the Presidency in May 2003. The NSDP seeks to provide the overall government's vision with respect to the national spatial development. The vision and principles serve as a guide for meeting government's objectives on a number of aspects, which include employment creation, economic growth, sustainable service delivery, poverty alleviation, and eradication of historical inequalities including spatial distortions. The government's national spatial development vision is as follow:

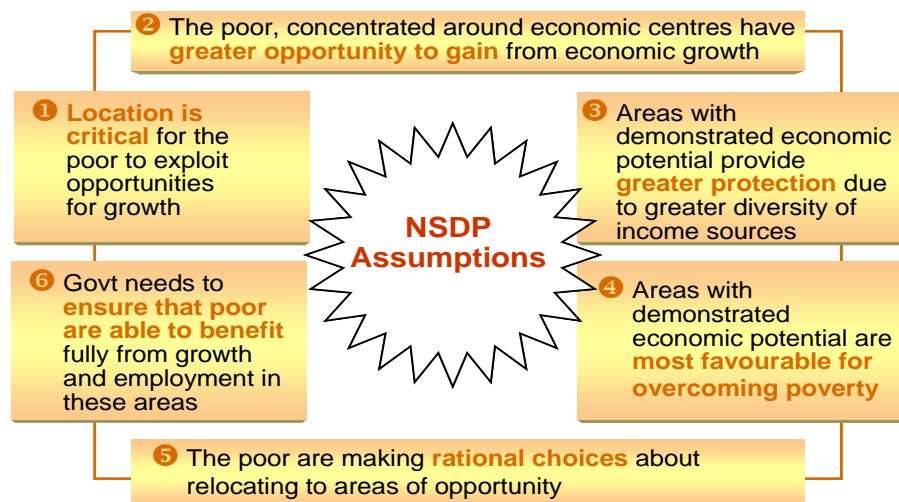
South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- ⇒ By focusing economic growth and employment creation in areas where this is most effective and sustainable.
- ⇒ Supporting restructuring where feasible to ensure greater competitiveness.
- ⇒ Fostering development on the basis of local potential, and-
- ⇒ Ensuring that development institutions are able to provide basic needs throughout the country.

As indicated on Figure 2 below, the NSDP introduces a set of additional normative principles and maintains, *inter alia* that:

- ⇒ Economic growth is a prerequisite for the achievement of other policy objectives; key among would be poverty alleviation.
- ⇒ Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens e.g. water, electricity, health and education facilities; should be focused on localities of economic growth.
- ⇒ Efforts to address the past and current social inequalities should focus on people not places.
- ⇒ In order to overcome the spatial distortions of apartheid, future settlements and economic development opportunities should be channelled towards the activity corridors and nodes that are adjacent to or link the main growth centres.

Figure 2: NSDP Principles



Source: The Presidency

From the perspective of Imbabazane Local Municipality, it is located approximately 30 kilometres west of the N3 which is a national trade route/corridor (the recently completed demarcation process has seen a small section of N3 being incorporated within ILM which should be utilised to its maximum). The area is also within close proximity to Pietemartzburg and Durban which are considered by NSDP as the economically significant nodes with a contribution of approximately

12% contribution to the country's GDP. Further to the west of the subject municipality, lies Ukhahlamba World Heritage Site (UWHS) which is a major tourist anchor point in this area. Thus, the competitive location advantage of ILM should then be optimally utilized in order to ensure that it contributes to the national priorities. This should be done in collaboration with other existing sectoral initiatives such as rural development programmes, local economic development plans, environmental programmes, etc.

3.2 ACCELERATED AND SHARED GROWTH INITIATIVE OF SOUTH AFRICA (ASGISA)

The Accelerated and Shared Growth Initiative for South Africa (ASGISA) seeks to guide and improve on the country's economic recovery since the abolishing of policies related to apartheid. The primary aim of this initiative is to reduce unemployment and poverty by 2014. The programme seeks to make use of the first economy to bridge the continuing gap between the rich and the poor. More focus is also placed on the vulnerable and marginalized section of the community, which include the youth and women. The ASGISA initiative purports to halve unemployment through creating job opportunities, and key intervention clusters include the following:

- ⇒ Investing in infrastructure
- ⇒ Education and skills development
- ⇒ Developing sector strategies

- ⇒ Bridging the gap between the first and second economy, and-
- ⇒ Governance and institutional interventions.

3.3 PROVINCIAL GROWTH DEVELOPMENT STRATEGY (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy of 1996 provided an opportunity for individuals to earn a basic sustainable living, by creating a competitive and entrepreneurial economic environment, which attract business and investment, and an improvement in service delivery and infrastructure. The framework attempted to do this by creating an enabling environment conducive for economic growth and service delivery. The PGDS went through a review process in the light of changes taking place both at global and local level. The revised document or strategy outlines some long-term provincial priorities for economic growth and development including:

- ⇒ Good governance
- ⇒ The need for the transformation of administrative structures
- ⇒ Competitive investment
- ⇒ Local economic development

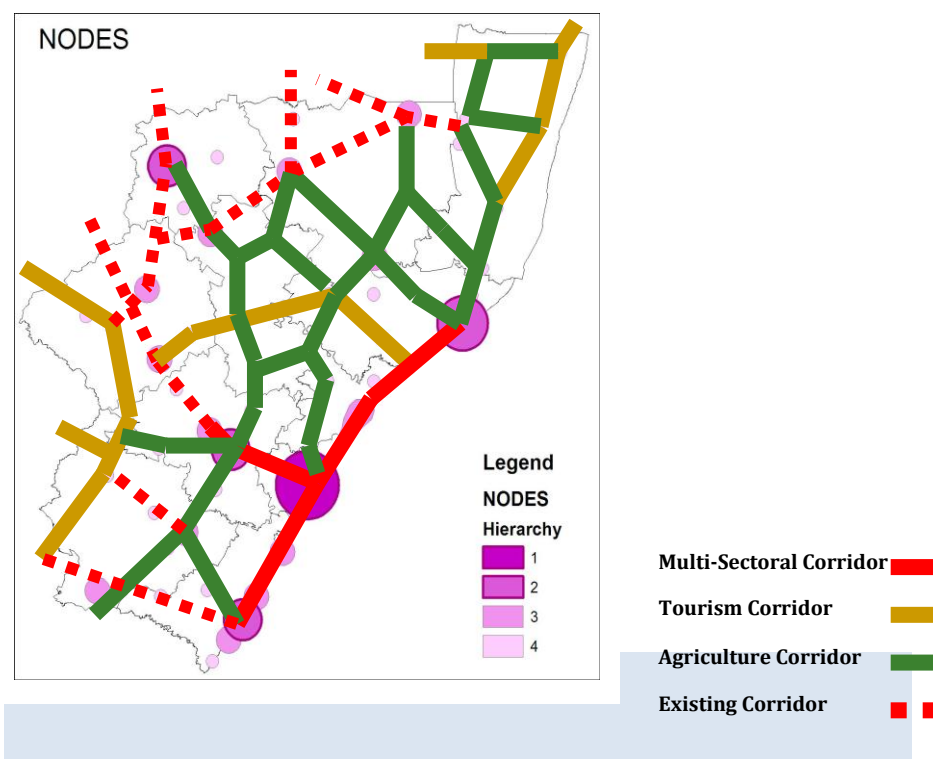
- ⇒ The need for sustainable communities, and-
- ⇒ Basic income opportunities.

3.4 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

In translation of the NSDP, within the Province of KwaZulu Natal, the Provincial Spatial and Economic Development Strategy (PSEDS) was developed. It identifies development corridors and nodes according to their importance, see Map 3 of this report. For example, agriculture, industry, tourism and service sectors are identified as the main drivers of the Provincial economy. Municipalities such as ILM have a strategic location which should be utilized to maximum. PSEDS recognises that due to its location, ILM has the potential for tourism and agricultural development. Surrounding small towns such as Escort and Mooi-River are seen as critical centres which should provide service to the sub-regional economy. In order for this to be achieved, it is imperative that a corridor linking sub-regional economies with tertiary, secondary and primary nodes are supported by an adequate and appropriate network of services which include amongst other things transport, electricity, water, housing, health, education and community safety, etc (PSEDS, 2008:22).

In view of the abundance of high agricultural land within Imbabazane Local Municipality, in line with the objectives of PSEDs, it is imperative that a desirable and efficient approach is designed that will ensure effective use of arable land. Furthermore, tourism development should be one of the driving theme within ILM since its in close proximity to a 'World Heritage Site' (WHS).

Map 3: Provincial Nodes and Corridors



3.5 SPECIAL CASE AREA PLAN (SCAP)

The Special Case Area Plan (SCAP) is one of the critical plans that were put together in order to protect the status of Ukhahlamba Drakensberg Park (UDP) - which is a World Heritage Site. As shown in Map 14 of this report, a buffer zone is used as a measure of ensuring development interface between areas bordering onto UDP. The SCAP purports for the conservation of natural resources whilst also providing an enabling framework for communities to use natural resources in a sustainable and beneficial manner.

3.6 SPATIAL PLANNING GUIDELINES

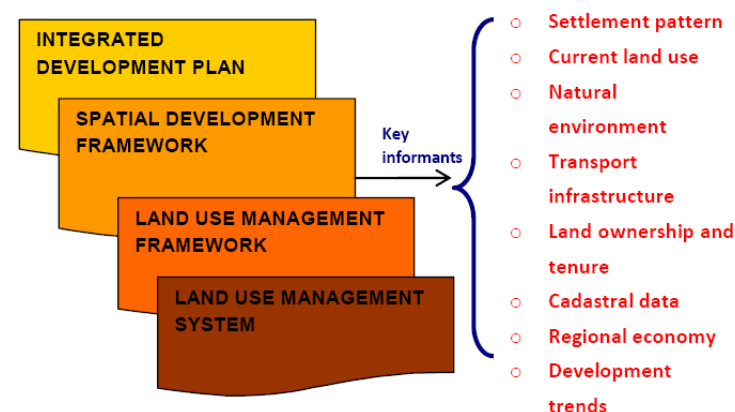
The erstwhile Provincial Department of Local Government and Traditional Affairs (now commonly known as the Department of Co-operative Governance and Traditional Affairs - COGTA) prepared the spatial planning guidelines in 2006. The spatial guidelines constitute four critical elements which should serve as the catalyst for the Spatial Development Framework (SDF), and they *inter-alia* include the following:

- ⇒ The need to ascertain the current spatial patterns within the municipality
- ⇒ Ensuring that the desirable spatial patterns are in line with the overall objectives of the municipality's Integrated Development Plan, and-

⇒ The process of monitoring and evaluating the impact of the Spatial Development Framework (SDF).

3.7 LINKAGES BETWEEN THE IDP, SDF AND LUMS

At present, various planning practitioners including the emerging legislation governing the implementation of the LUMS seem to concur that, it is possible to develop land use schemes directly from the Spatial Development Framework which form part of the Integrated Development Plan. As much as this may be practical, however, it would be a daunting task especially if SDF's are not detailed enough to be able to develop land use schemes directly from them. And figure 3 below attempts to illustrate a relationship that exists between the IDP, SDF and LUMS.



On the basis of the above, the Imbabazane Local Municipality SDF would be structured so as to provide for a strategic link between the IDP, LUMF and site specific Land Use Management System (LUMS). The following is important when using the SDF as the catalyst for LUMS:

- ⇒ To ensure that the SDF is done in a detailed and strategic manner – it must reflect the development vision and strategies of the subject municipality.
- ⇒ To develop a Land Use Management Framework (LUMF), which serves as the bridge between the broad SDF and the site specific Land Use Management Systems (LUMS)? LUMF should begin to identify areas that are experiencing development pressure thus requiring a detailed level of controls.

Figure 3: Linkage between the IDP, SDF and LUMS

- ⇒ The need for introduction of the Management Overlays, especially in areas where development is already in existence but requires some kind of strategic management for future use, etc, and-
- ⇒ There would also be a need to begin to restructure the way in which development Nodes are currently organised. This can be achieved through the development of Nodal Framework Plans (NFP) which will guide future development in the respective nodes.

3.8 IMPLICATIONS FOR IMBABAZANE SDF

From the foregoing, it is essential to ensure that, the Imbabazane Spatial Development Framework (SDF) is in accordance with the objectives of the above-mentioned policies and programmes. The Imbabazane SDF should embrace the concept of integrating various spatial elements in a strategic and systematic manner by building on available resources. It should also encourage development and investment in areas of greatest need, and areas which demonstrate high economic potential.

4 Demographic SCENARIO

The SDF is meant to focus precisely on spatial issues. However, it is essential to present the overall development scenario of the municipality from the demographic perspective. In this report, the demographic perspective of the subject municipality is dealt with, in the following manner:

4.1 POPULATION DYNAMICS

Imbabazane Local Municipality is rural in nature and has no areas of urban note. Going further, it is the smallest local municipality in terms of its geographical size when compared with other LM's within uThukela District Municipality (UDM). Between the two census years (1996 and 2001 the area experienced population growth albeit at a small scale. In fact, prior to 2007, its population was estimated to be in the region of 119 925 people which accounted for approximately 18% of the population within the uThukela District. However, since the release of the 2007 community survey results, there has been an increase of population to approximately 140 745 people, subsequently making it the third most populated area within UThukela District –Also refer to table 1 overleaf.

Table 1: Population Scenario

Municipality	2001	2007
Emnambithi	225 459	236 748
Okhahlamba	137 525	151 441
Imbabazane	119 925	140 745
Indaka	113 644	101 557
Umtshezi	59 921	83 906

4.2 GENDER DYNAMICS

Once again, due to lack of recent data, information used here was extrapolated from the 1996 and 2001 census which could be argued that it is now outdated. Nevertheless, in the 1996 census, male constituted 46.1% of the entire population. In the 2001 census, male constituted approximately 45.1%, and this suggests that, between the two census years, the male percentage dropped by 1%. On the other hand, the female section of the community constituted approximately 53.9% of the population in the 1996 census. In the 2001 census, the figure rose to 54.9% and this suggests a 1% increase in the number of females between the two census years.

4.3 POPULATION DISTRIBUTION

Table 2: Population Distribution

Ward	Size in KM2	Population	Households Size
1	122	8916	1353
2	78	10313	1627
3	29	9717	1523
4	28	10111	1605
5	21	6237	949
6	52	8328	1409
7	27	7516	1039
8	228	9132	1399
9	40	5909	885
10	67	10514	1701
11	20	15124	2471
12	140	8777	1486
13	145	7944	1461

As can be observed on table 2 above, the distribution of population in space has assumed an uneven approach. The majority of the population is settled within the traditional areas, with ward 11 being the most populated. The second most populated ward is ward 11 while ward 9 appears to be the least populated. Based on the current settlement pattern, a number of land “pressure points”

have emerged. These are largely evident especially in areas such as Ntabamhlophe, Mangweni and Loskop. Thus as part of the LUMS review process, proper land management controls shall be developed and instituted in these areas which are demonstrating high levels of growth.

4.4 EDUCATION PROFILE

Information sourced from the previous IDP and several sector plans indicate the education profile of Imbabazane Municipality as being poor with an estimated 24 534 people not having any formal education while 37 669 have primary education. Only 24418 and 421 have secondary education and tertiary education respectively.

4.5 UNEMPLOYMENT / POVERTY DYNAMICS

Imbabazane Local Municipality is one of the local government structures which can be considered to be plagued by massive poverty. Owing to this, and perhaps throughout uThukela District Municipality, the area is confronted by the great pressure to develop and diversify its economy in order to create more opportunities for employment. Consequently, the census 2001 indicated that the unemployment status within Imbabazane is 30.5%, which is higher than that of uThukela District (29%). Further to this Imbabazane is reported to have a high number of non –

economically active population, which accounts for approximately 58% while uThukela District Municipality has only 51%.

4.6 EMPLOYMENT BY SECTOR

The Local Economic Development Strategy for ILM suggest that, overall, employment by industry has experienced a steady increase (per annum) in most of the economic sectors and sub-sectors. For example, in 1996, the agricultural sector employed approximately 3.0% and during the 2001 census, this figure rose to 8.9% (suggesting an increase of 5.9%). The community/social/personal services also jumped from 10.4% in 1996 to 18.9% in 2001 (indicating a shift of 8.5%). Other sectors which have experienced growth between the two census years include Financial/Insurance/Real Estate/Business, Wholesale and Retail. Based on the 2001 census, Agriculture/Forestry/Fishing sector is the fourth highest industry employer within the ILM.

4.7 RACE CLASSIFICATION

The race classification within Imbabazane Local Municipality is shown on table 3 below. Information rolled out in table 3 below was sourced from the 2011 / 2012 IDP review for ILM which depicts that black africans are the majority followed by coloureds with the whites being the least represented – See table 3 below.

Table 3: Race Scenario

Race	Population
Black	140,534
Coloured	204
Indian	0
White	15

4.8 IMPLICATIONS FOR THE SDF

Using the above areas of analysis from the demographic perspective, it cannot be confirmed with great precision whether the population of ILM will increase or decline in the near future. However, what is clear is that, the area will continue to be engulfed by out-migration due to poor economic performance and other contributing factors, etc. Also, the youthful nature of the population will have an impact since young people are prepared to move and or relocate to areas of great opportunities and where they can experience better living conditions. From this perspective, it is important that areas of greatest need are identified and provided with necessary support which would stem the

outflow of people in the region. This means that through the SDF, areas with great development potential should be identified and be linked with other sectoral initiatives such as the local economic development plan of the municipality, etc.

5 SPATIAL ANALYSIS

5.1 THE PROVINCIAL AND REGIONAL CONTEXT

5.1.1 THE N3 DEVELOPMENT CORRIDOR

Imbabazane Local Municipality forms part of the family of municipalities that constitutes uThukela District Municipality – some of which are located along the N3 Development Corridor. In fact, the proposed primary node for ILM is located approximately 30 kilometres west of the N3 development corridor- with a small section of the N3 being incorporated into ILM based on the recent demarcation process. The N3 links the province of KwaZulu Natal with surrounding areas such as Gauteng on the north and Free State on the west. Recently, the erstwhile Department of Traditional and Local Government Affairs (DTLGA) – now commonly known as the Department of Co-operative Governance and Traditional Affairs (COGTA) formulated a Provincial Spatial Economic Development Strategy (PSEDS). Based on the findings of PSEDS, the N3 is identified as the multi-sectoral corridor. In development terms, what this means is that the N3 is seen as the multi-sectoral corridor which constitute high economic growth potential within all sectors, which serves areas of high poverty, and need. Map 2 of this report (under section 3.4) illustrates on

graphical terms the number of corridors that have been identified at provincial level based on their potential and significance.

To further strengthen the findings of PSEDS (declaring the N3 as a multi-sectoral corridor), along the N3 multi-sectoral corridor (especially from the town of Pietermaritzburg towards Gauteng), a mixture of agricultural activities are evident. These generally range from livestock farming, dry land crops in a form of maize, vegetable and forest production, and in some parts game farming activities as well. Along the N3 multi-sectoral corridor, there are other features of economic development which have physical presence. They occur in an isolated or clustered manner. Such activities provide commuters with a short term stop and offer a range of services which include food chain stores e.g. steers, coffee shops and are generally referred to as 'Ultra City'. As a direct result of the amount of energy that runs along the N3 corridor, the location of the said economic activities has proved successful and they appear to be on the rise throughout the national roads within the province of KwaZulu Natal. However, as a deterring factor, even though the ILM is located in close proximity to the N3 primary corridor, it has derived little or no benefits from this. Nevertheless, the recent incorporation of the small section of the N3 on the north-eastern side of ILM and the declaration of the N3 as the multi-sectoral corridor provides a glimmer of hope to municipalities such

as the ILM thus it should gear itself to benefit from a range of economic initiatives that might emanate in the near future.

5.1.2 GREATER REGIONAL ECONOMIC CONTEXT

At present, the ILM does not have a Town nor does it have a well defined and functioning urban structure. At a regional level, the ILM is surrounded by a number of well established functioning Towns. On the southern regional part, the Town of Pietermaritzburg is by no doubt the major economic hub. It boasts of a number of well established commercial centres including industrial activities. Also, it is home to a number of government departments and a range of high order level of services. The town of Pietermaritzburg is expected to continue to play a major economic and social role.

The development pressure exerted within ILM can also be felt at a district wide level. This is due to a number of well established small and large towns that abuts Imbabazane Local Municipality. These towns include but not limited to Ladysmith, Escort and Bergville, etc. Of particular concern, is the Town of Escort which is perhaps the closest to ILM, and is located on the eastern part of the subject municipality. Over the years, the population of ILM has been reliant on the Town of Escort from the economic and social perspective –

in fact even the existing level of infrastructure development turns to favour or move towards the said town.

The location of Imbabazane Municipality in the rural periphery, and in close proximity to the above-mentioned economic centres puts it at a disadvantage. Towns such as Escort and Ladysmith continue to draw people from Imbabazane which further purports leakage of income. At present there is not enough capital circulating within the confines of the subject municipality. The bulk of capital is spent in towns and areas, which are outside of Imbabazane Municipality. The effects of this, is high level of dependence on surrounding towns as opposed to self-sufficiency.

5.1.3 IMBABAZANE LM IN THE CONTEXT OF DRAKENSBURG

As previously stated, ILM is located at the foothills of Ukhahlamba World Heritage site commonly known as the Drakensberg Mountains. Thus far, the location of ILM in close proximity to this precious resource has not materialized into major job creation and economic spin offs for the communities residing within the ILM- (Map 3 overleaf indicate the location of ILM in relation to UDM). Correspondingly, it must be highlighted that Imbabazane is an underprivileged area in terms of tourism facilities, development and infrastructure when compared to other areas within the district, however its strategic location adjacent to the Drakensberg

should be seen as an opportunity for tourism development since the tourist that visits the Drakensberg travel through the routes that exists within Imbabazane to get to the Berg (Imbabazane Tourism Strategy: 2007).

In acknowledgement of the tourism potential within the ILM, the uThukela Spatial Framework (USF) identifies tourism as the potential future development for Imbabazane Municipality. It stresses the notion that, the Drakensberg (which is a 'World Heritage Site') is the most prominent and well functional area within uThukela District in terms of attracting tourists. Furthermore uThukela spatial framework (2003:38) recognizes Drakensberg as the most influential, visible feature and an anchor point within the District. It further emphasize that it has been declared as a World Heritage Site and forms a major component of the district and provincial tourism economy.

MAP 4: ILM IN THE CONTEXT OF DRAKENSBERG AND THE N3



5.1.4 UTHUKELA DISTRICT MUNICIPALITY

Imbabazane Local Municipality has its presence with uThukela District Municipality. The settlement structure within uThukela District Municipality ranges from formal, diversified urban areas to dense rural dormitory areas and scattered rural settlements. Such settlements have developed under varying circumstances with the majority occurring in freehold, state land and traditional authority areas underpinned by different intervention processes. For example Roosboom just outside Ladysmith developed as a result of intervention based on the land reform program. Settlements around Ladysmith/Ezakheni and Estcourt/Wembezi are expanding and densifying as people move from rural settlements in search of employment opportunities and improved living conditions. This has created conditions of overcrowding and landlessness, and exerted undue pressure to the existing limited services and natural resources.

Further to the above, uThukela District Municipality constitute a number of economic sectors that appear to be performing reasonable well at a regional context. However, that being said, agriculture has over a long-time been the most dominant sector (uThukela District LED, 2004). The agricultural sector has in the past made and it continues to make significant contribution to the overall district economy. Other sectors which have demonstrated

considerable amount of potential include manufacturing, utilities and transport and social services (uThukela District LED, 2004). Even though agriculture has continued to contribute positively to the district economy, traditional areas with huge agricultural potential have remained underprivileged and undeveloped. The same could be said with tourism, where there are a number of tourism resources at a district level which have not realised their full potential. From this perspective, efforts should be made to open tourism opportunities especially to previously marginalised areas. This emphasizes the need for greater integration strategically and spatially, with all the adjoining municipalities within the District, and the neighbouring areas that have influence on development within Imbabazane Municipality.

5.2 SPATIAL ANALYSIS OF IMBABAZANE LOCAL MUNICIPALITY

5.2.1 LAND USE PATTERN

The land use pattern within ILM is such that it caters for the needs of the community at varying levels and scale. Other land uses have assumed a small scale orientation thus serving a narrow threshold while others cater for a much wider threshold. Thus, in short, the land uses found within the ILM can be grouped into five clusters which are presented in the following manner:

- ⇒ Traditional settlements located mainly in areas administered by traditional authorities. Some of the settlements are developed on state land and/or community owned land (e.g. Bhekuzulu)
- ⇒ Agriculture, which accommodates land uses and buildings associated with farming practices such as crop production, livestock farming, forestry and horticulture. Agricultural land is mainly utilised for subsistence purpose and this currently occurs on adhoc bases without any unified approach
- ⇒ Civic and social land use category, which includes health, traditional administration centres, educational, welfare, public buildings such as community halls and Multi-Purpose Centres and other uses associated with social development and public administration
- ⇒ Industrial uses, which includes factories and other processing plants. There are no known noxious industries in Imbabazane. A small industrial complex is located in Loskop, and-
- ⇒ Commercial uses, which include shops, taverns, tuck-shops and other similar activities.

5.2.2 SETTLEMENT PATTERN

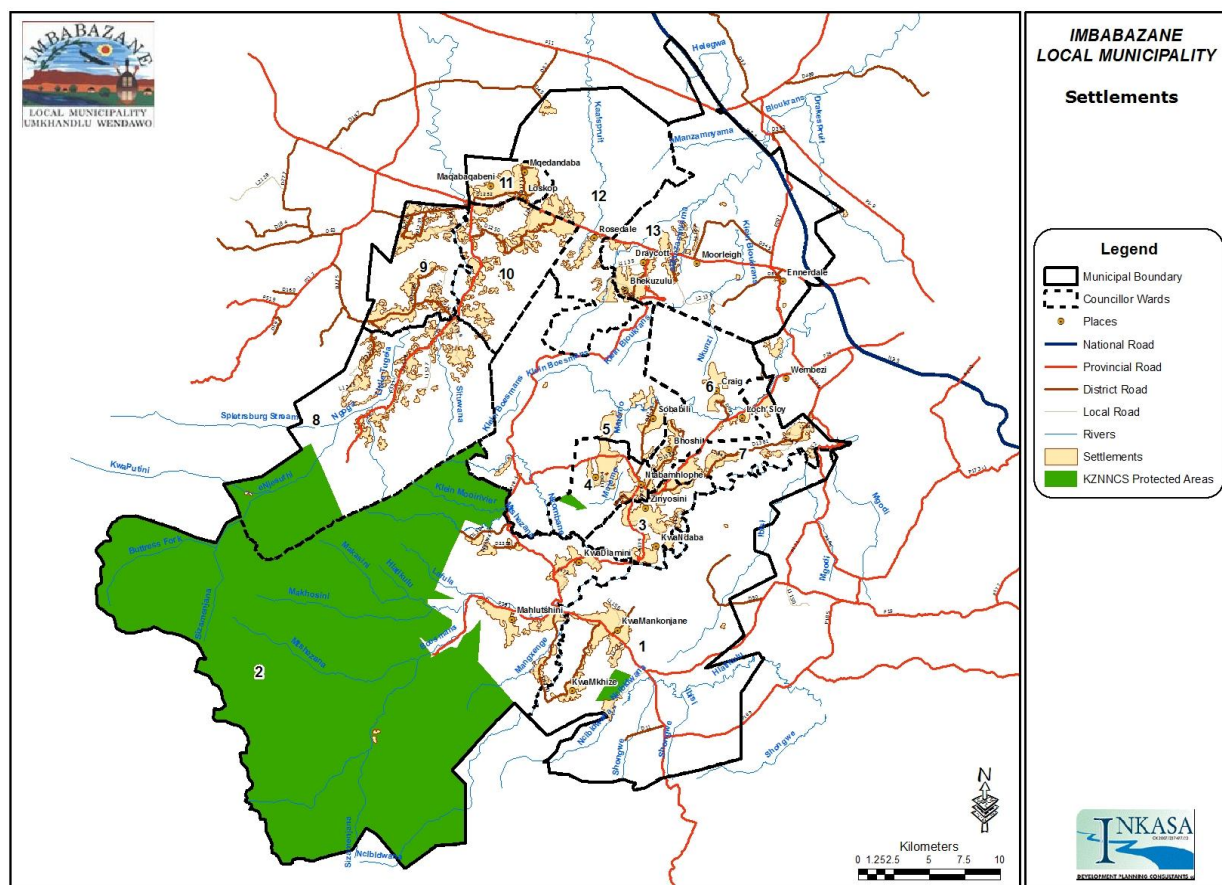
It is a foregone conclusion that at present, the ILM suffer from the dearth of economic and social activities. Since the inception of the local government system, the ILM has played more of an

administrative role rather than an efficient and effective service delivery arm of the national and provincial initiatives (however, this notion is beginning to change). The ILM does not have a well-defined settlement pattern. From the economic perspective, it is part of the greater Escort economic functional region. In fact, even movement within the area tends to go towards Escort and even the economic/transportation infrastructure is oriented towards the Town of Escort. However, a limited spontaneous nodal form of centres is beginning to manifest in areas such as Emangweni/Loskop and Ntabamhlophe. This presents an opportunity for the concentration of development and decentralisation of service delivery to these areas. Rightfully so, a service centre has already been developed in the Ntabamhlophe area. It is home to a number of government departments and is in line with the vision of government of bringing services closer to people – being accessible.

Typical of areas within the rural set-up, settlements within the subject municipality area are scattered unevenly throughout (refer to Map 5 below). Going further, to illustrate the importance of roads as channells through which goods and service move, the location of settlements seems to be influenced by the existing road pattern. High density settlements are located along the major movement routes mainly for ease of access. From a planning point

of view, one cannot help but notice that; at least four main types of settlements exist within the ILM. The first system runs along P10-1 (Loskop Road and includes settlement cluster such as Ephangweni Mission, KwaBhekuzulu and Loskop). A second one runs along P331 and includes clusters such as Engodini, Etatane and Emoyeni. The third system of settlement cluster is located along P29 and P379 and cover settlements such as Zwelisha, KaSobabili, KwaBhekabezayo and Ntabamhlophe. The last set of settlement cluster run along the road to Giant's Castle (P391) and include KwaDlamini, KwaNdaba, Hlathikhulu and Enyokeni areas. Along the road linking Ntabamhlophe and Emangweni, there is little evidence of settlements and this could be linked to ownership patterns on land abutting the link road.

MAP 5: SETTLEMENT PATTERN



5.2.3 URBAN AREAS

Previous planning interventions did not lead or categorised vast majority of areas under ILM as areas with a prospect to grow into a well functioning urban entity\ies. Thus, at

present, the ILM does not constitute an urban area. And as already indicated, the only areas which have demonstrated a potential for urban growth appear to be both Ntabamhlophe and Emangweni/Loskop. In fact, even the Local Economic Development Strategy (LED) for ILM has identified a need to formalise both Ntabamhlophe and Emangweni/Loskop which will assist create revenue base for the municipality.

5.2.4 AGRICULTURE

ILM has an abundance of arable land thus the general consensus is that; the agricultural sector is grossly underperforming and under-utilised. Being a rural environment with limited alternative opportunities to economic development, the majority of the households invariably rely on agriculture for both livelihood and economic requirements. Compounding the issue is the notion that, at present, the ILM does

not have a well established commercial farming sector. The only areas of commercial farming falling within the ILM consists largely of privately owned forestry plantations and commercial farms located mainly in the section of the old Mooi River District. Amid the need to develop the agricultural sector, between 2006 and 2007, the ILM engaged in a process of developing the agricultural strategy / plan which was aimed at developing interventions that will assist local emerging farmers. This initiative was expected to gather necessary impetus and provide a framework for local communities to use agriculture as the catalyst for development in the area. It has since been completed and implementation is slowly taking place.

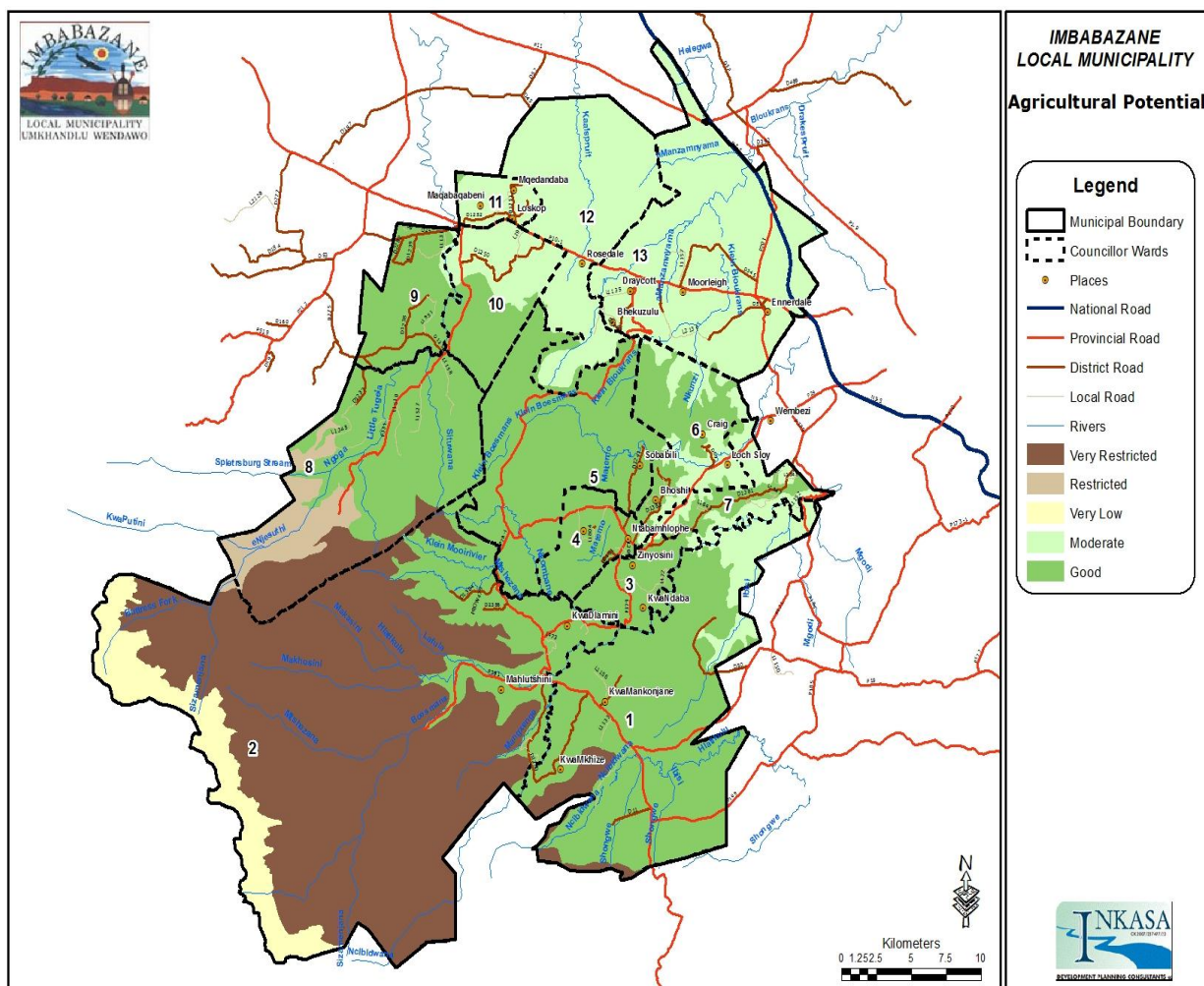
Further to the above, the agricultural potential for any given area is generally classified into eight potential ratings as: very high, high, good, moderate, restricted, very restricted, low, and very low potential. Agricultural potential within the Imbabazane Municipality falls within 4 of the eight potential ratings namely: good, moderate, restricted, and very restricted agricultural potential areas (refer to Map 6 overleaf). These are described below:

Good agricultural land: Areas of agricultural potential classified as good within Imbabazane Municipality is one of the most extensive of the four agricultural zones. These areas occur primarily within the Moist Highland Sourveld and the Moist Transitional Tall Grassveld bioresource group areas. The total area covered by good agricultural potential land is approximately 46175.66 ha constituting about 54.2% of the total land area of the municipality.

Moderate agricultural land: Land of moderate agricultural potential occurs in part of Ward 10, 11, 12 and 13 respectively. Approximately 50% of Wards 6 and 7 also have land of moderate potential, the other 50% being land of good potential.

Restricted and very restricted potential land: Restricted and very restricted areas of agricultural potential areas occupy the south-western boundary of the Municipality. Together, this area constitute approximately over 28.7% of the total land area of the Municipality.

MAP 6: AGRICULTURAL POTENTIAL IN ILM



5.3 ENVIRONMENTAL ANALYSIS

There are varying ways to define the environment, however, in this exercise, environment refers to the natural or biophysical environment (Other elements that make up the environment within a holistic understanding of the term are dealt with under their own headings). Aspects such as agricultural potential have been covered in the preceding section of this report. Areas / aspects of environment used for analysis in this report are clustered as follow:

5.3.1 PHYSICAL FEATURES

The landscape spans a range of altitude from 1800 metres on the steep spurs adjoining Ukhahlamba World Heritage Site (UWHS) to 1450 meters in the valley bottoms (ILM IDP 2005). Nevertheless, the landscape appear to be on a downward trend thus dropping down into the valley bushveld areas of the Bushmans River at

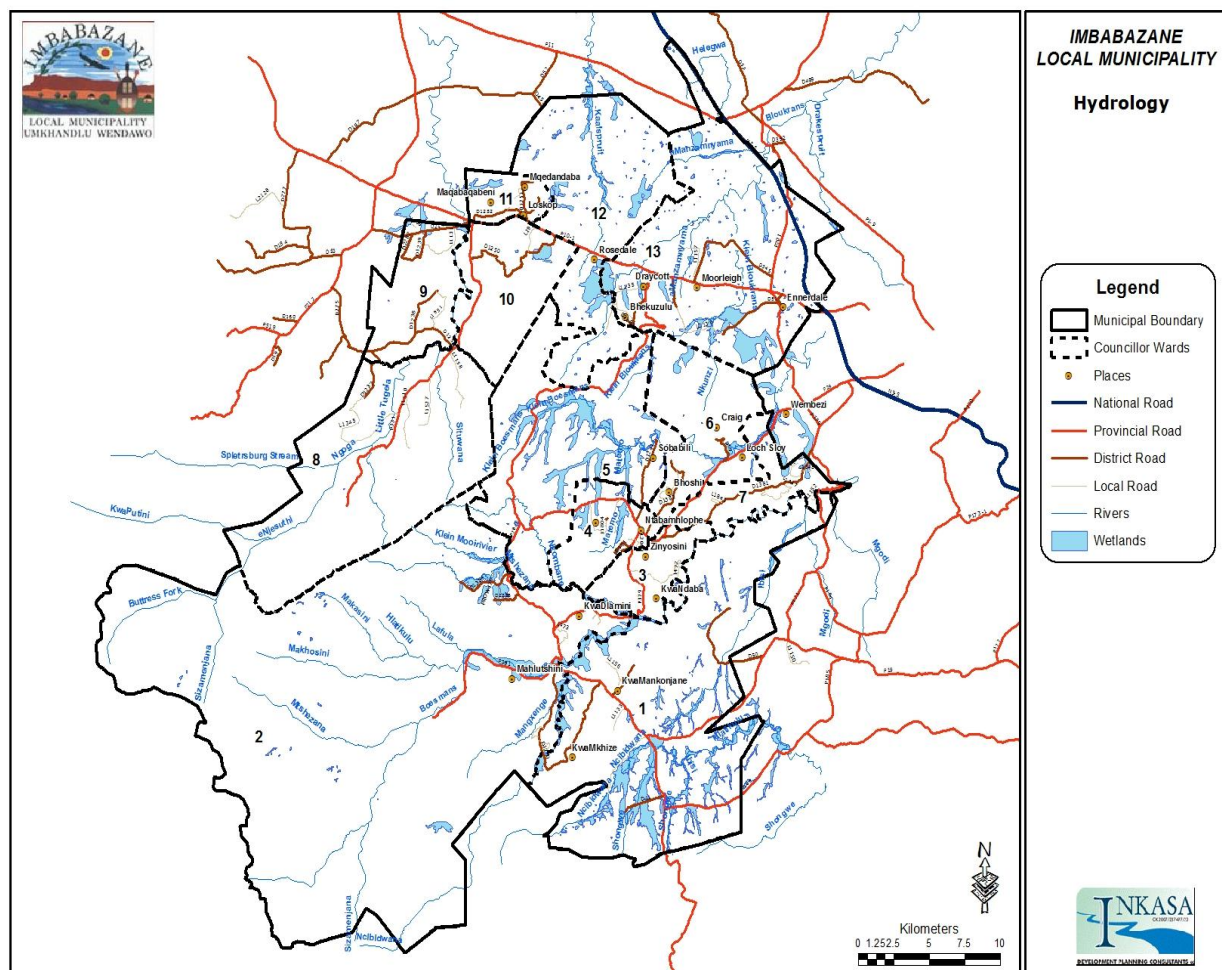
an altitude of approximately 1250 metres (ILM IDP 2005). The morphology of the landscape comprises four terraces ranging from the lowest valley bushveld areas in the east, to the tableland west of Wembezi, which rises steeply to the so-called *little berg* before finally escalating to the summit (ILM IDP 2005). The underlying rationale for this configuration is the geological and geomorphological history of the region. Bainbridge (1998), notes that the High Drakensberg is derived from one of only seven large-scale outpourings of basaltic lava world-wide (ILM IDP 2005). The basalt was overlain on a series of sedimentary rocks, which have been exposed by progressive erosion over millennia. These sandstones, mudstones and shales have yielded a variety of soil types with varying potential for agricultural production (ILM IDP 2005). Coupled with the climatic variations in the region these forces combine to produce the bio-climatic variations that control the production and variety of biomass produced (ILM IDP 2005).

5.3.2 AREAS OF HIGH SENSITIVITY

A number of sensitive and important natural areas have their presence within ILM. The criteria for delineation of sensitive areas is founded upon a synthesis of geological and geomorphological characteristics and their associated soils, temperature regimes, slope, eco-systems and natural beauty. In addition to these variables, issues pertaining to the presence of endangered species

or plants and animals and their habitat requirements also form an important component of areas of high sensitivity. Indicated on Map 6 of this report are some of the sensitive areas located within the ILM-they include areas where threatened species occur, areas of pristine and endemic vegetation, and wetland areas. Based on the sad map, it is strikingly evident that, the majority of the sensitive areas falls within the jurisdiction of wards 1, 5, 12 and 13 which are located on the northern portion of the municipality. Any development undertaken in these areas should be done with due care and be subjected to strict environmental procedures.

MAP 7: ENVIRONMENTAL SENSITIVE AREAS

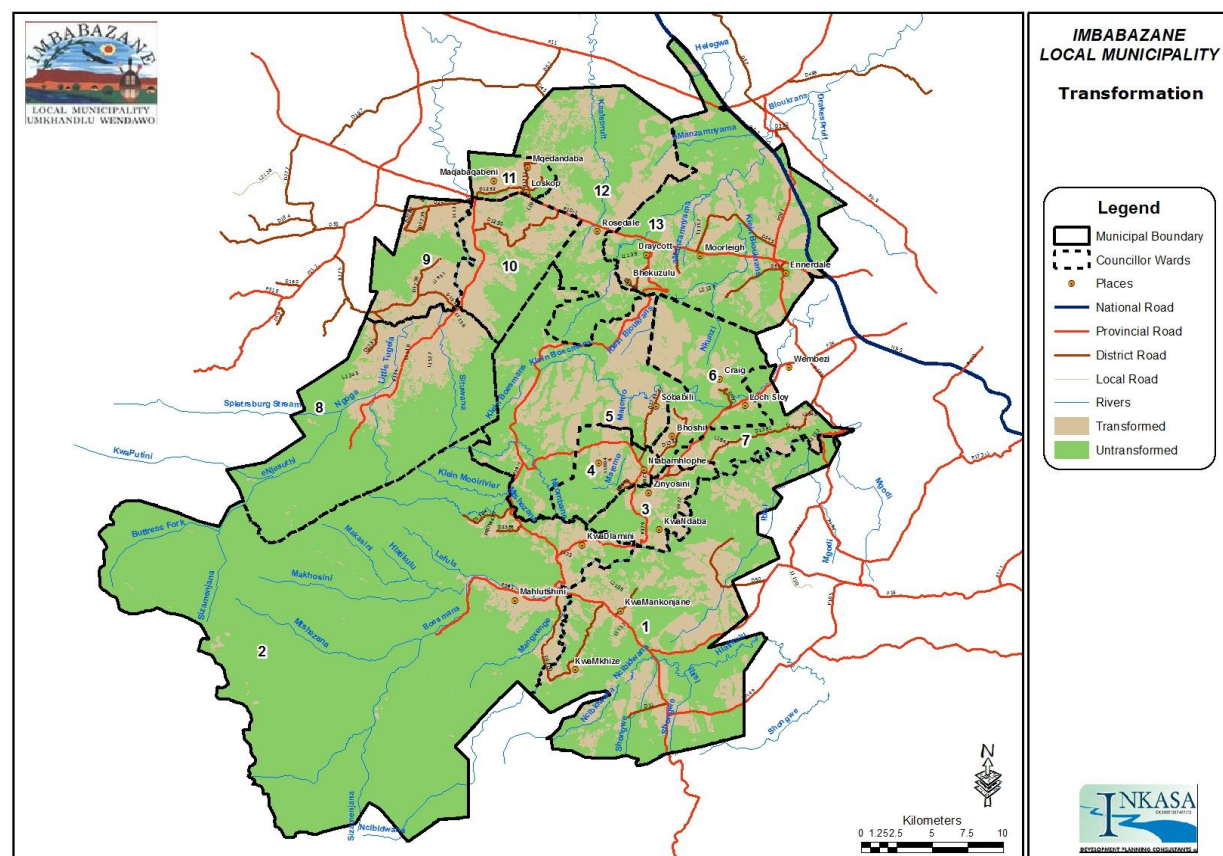


5.3.3 AREAS OF HIGH SENSITIVITY VERSUS HUMAN ACTIVITIES

A number of sensitive spots located in the mountainous areas where temperatures drop to freezing in winter exists within ILM. In these areas, soils are shallow and friable having been derived from basalt, sandstones, mudstones and shales and slopes are steep. Inadvisable human use of these environments contributes directly to their erosion and physical deterioration. Such uses include overgrazing, cultivation on steep slopes, removal of indigenous forests (for building, firewood and cultivation of cannabis) and the penetration of human settlement into areas, which should ideally fall under conservation management.

Map 8 overleaf shows the transformation profile of Imbabazane Local Municipality.

MAP 8 : TRANSFORMATION MAP

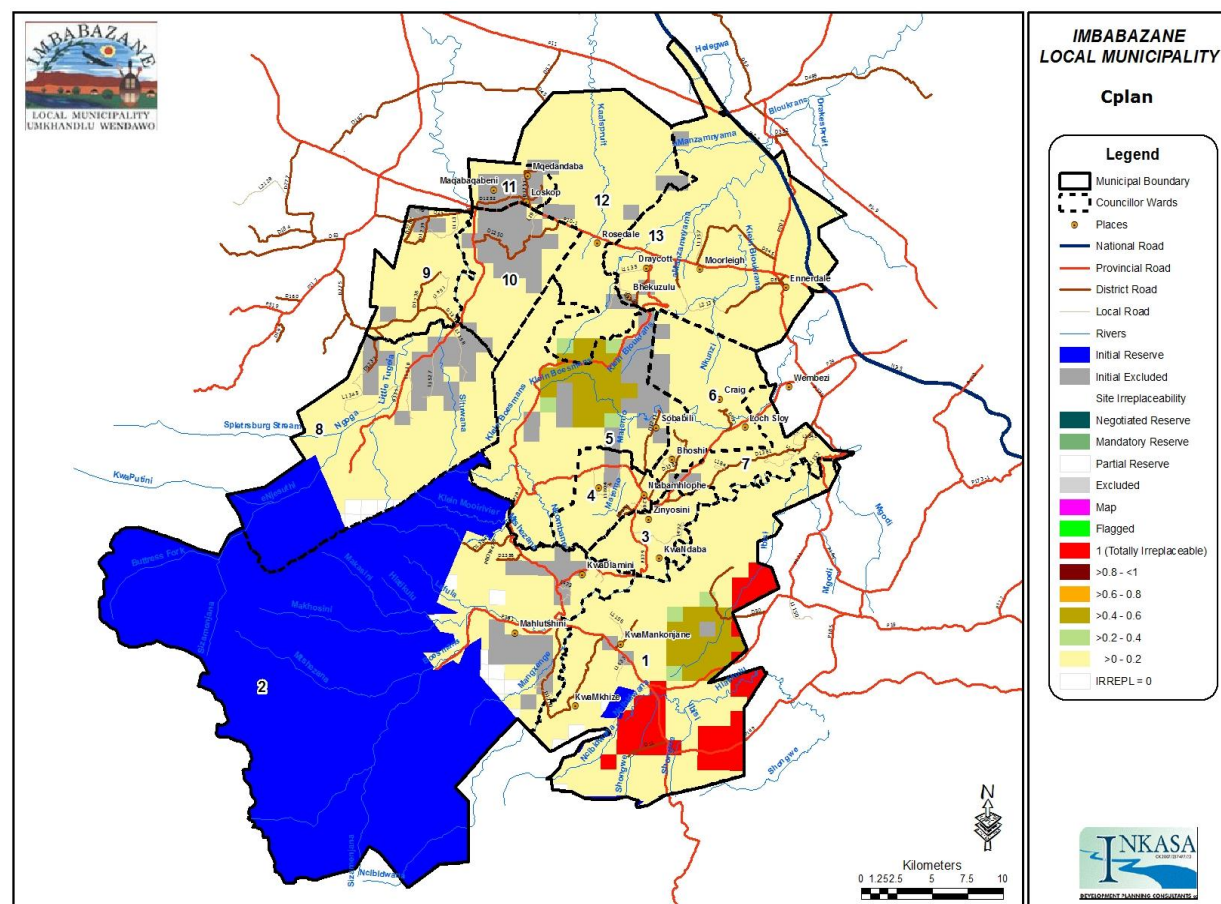


5.3.4 BIODIVERSITY

Most of the ILM area is grassland although valley bushveld intrudes into the eastern portion of the Bushman river Valley. The Berg area at an altitude above 1 800 m experiences a Montane climate (ILM IDP 2005). It is recognised that a great diversity in plant communities

and in climate exists in this zone which highlights the need for sensitive management and utilisation (ILM IDP 2005). In addition the aesthetic appeal of the Berg is an attraction for tourism and hence should not be compromised. The area which previous fell under the District Management Area (DMA) was largely used for livestock farming with some cultivation of crops and timber (ILM IDP 2005). The natural pastures is a fire maintained grassland, which is used for grazing, characterised by *Hyparrhenia* grasslands with scattered pockets of *Acacia species* spread throughout the area (ILM IDP 2005). In the absence of fire the development towards *podocarpus* forests would occur with grasses such as *cymbopogon* spp. and tall *Hyparrhenia* spp. and the trees *Leucosidea sericea* and *Buddleja salviifolia* being the forest precursors. (K Camp; Bioresource groups of KwaZulu-Natal Highland and Montane.

MAP 9: BIODIVERSITY



The climax grassland is *Themeda triandra* (ILM IDP 2005). While there are large areas of this variety the pressure on resource use has resulted in some areas being almost totally denuded (ILM IDP 2005). The woody vegetation, notes Bainbridge (1998), is characterised by

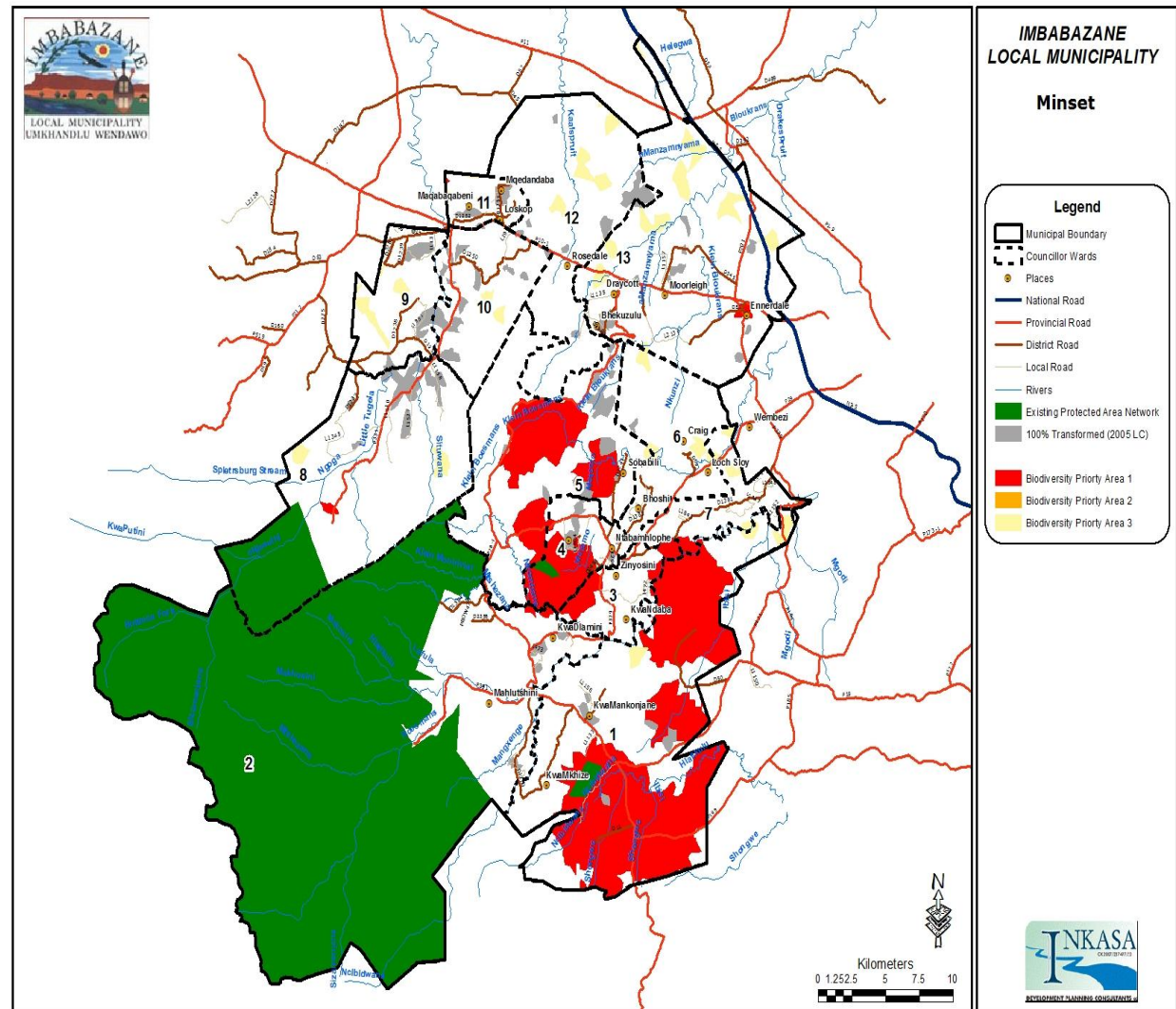
yellow woods (*Podocarpus latifolius*) as well as patches of temperate evergreen forest particularly on south facing slopes along stream courses (ILM IDP 2005). The Drakensberg is an important centre of endemism (Martin 1990) and Hilliard (1978) indicates that there are approximately 300 endemic species out of a total of 1800 plant species (ILM IDP 2005). Bainbridge (1998) records the importance of sound management practices in maintaining the circumstances within which the bird and animal life found in the Drakensberg can survive (ILM IDP 2005). Poaching, runaway fires and illegal collection of medicinal plant can pose a threat to *Red Data* species - While a small section of the Drakensberg has been incorporated within ILM, which comprise the high mountain areas of the Giants Castle Game Reserve, etc is not the

responsibility of ILM, however, it is one of the economic and employment sectors that provides benefit to the constituency of ILM.

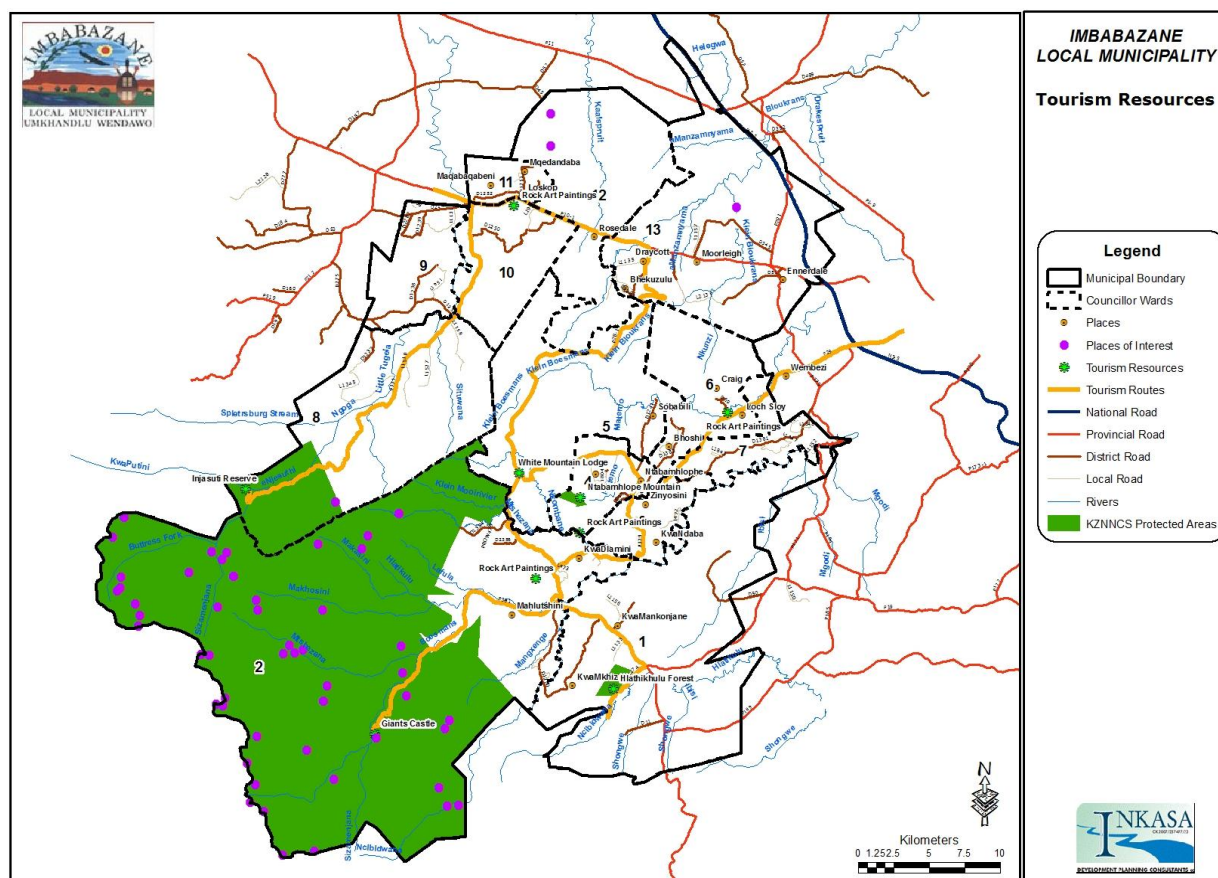
5.3.5 CULTURAL AND ARCHEOLOGICAL RESOURCES

Cultural and archaeological resources serve as one of the important pillars of development from an economic and environmental perspective. The institution afforded the responsibility of conserving heritage resources in KZN, which is known as Heritage KwaZulu-Natal (AMAFA) has engaged in process of recording and mapping rock art sites and has data on sensitive and important historical and archaeological sites. Within the ILM, there are a number of historical significant areas which have been indicated on Maps 11 and 12 respectively.

MAP 10: MINSET



MAP 12: TOURISM RESOURCES

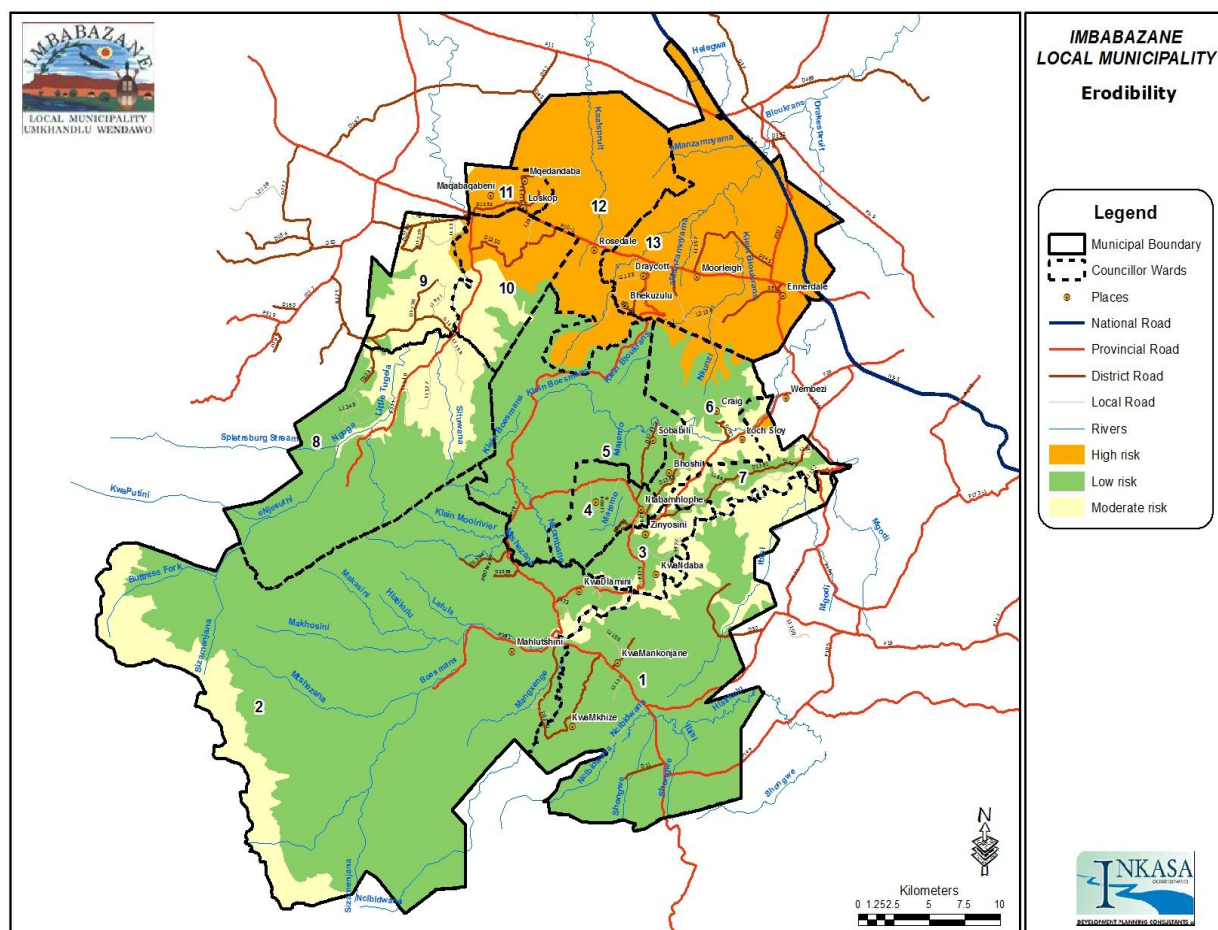


5.3.6 AREAS PRONE TO EROSION

Ascertaining environmental prone and degraded areas should at all times form an integral part of the environmental analysis. From this perspective, this section of the report seeks to

indicate some of the areas within ILM which are deemed susceptible to erosion. Cordially so, areas that appear to be most degraded are those located within the communal tenure, where there are few controls on grazing land and conservation tillage of lands. The lower foothills of the Drakensberg are showing signs of erosion resulting from inappropriate forms of land-use. The provincial Department of Agriculture has recently acquired satellite photographs, which indicates areas where serious erosion is taking place throughout the Municipality (ILM IDP 2005). As can be observed in Map 13 below, areas on the north of the ILM have a high risk of erosion. This means any development proposed in this vicinity shall be done with great care. The central part of the municipality has what is referred to as the low risk whilst a few patches on the eastern portion consists of moderate to low risk (refer to Map 13 below).

MAP 13: POTENTIAL SOIL EROSION IN ILM



Based on the above map, it would be advisable to ensure that development occurring in the northern part of ILM unfold within the necessary environmental laws, processes and procedures.

5.3.7 CONSERVED AREAS

Previously, ILM had no land falling within an area with a formal conservation status. However, the recently completed demarcation process has incorporated an area which was previously managed by DMA – located on the south-western part of the municipality. Even though this area is under the watchful eye of KZN Ezemvelo Wildlife, ILM should work in close collaboration with the said institution to ensure proper management of this area thus using it as a means for developing the tourism sector within ILM. Furthermore, in light of the importance and the need to protect Drankesberg Mountains, an initiative that led to the formulation of a

'Special Case Area Plan' (SCAP) was instigated. The results of this process was the development of the 'Special Case Area Plan' for the Drakensberg (1999). The principles that underpinned the formulation of this plan can be summarised in the following manner:

"the natural environment and natural resources of the Drakensberg-Maloti Mountain (DMM) system are unique in a number of respects and as an integral component of this system, the Drakensberg environment and natural resources are similarly characterised by a number of unique or special features. The DMM system is one of four high altitude systems in Africa south of the Sahara, and it reaches the highest altitude of any mountain range in southern Africa south of Kilimanjaro."

Further to the above, the importance of the Drakensberg Mountains was further entrenched through the declaration of Ukhahlamba Drakensberg Park as the World Heritage Site. Within this broader approach, a planning framework was devised which aims at the following:

- ⇒ Ensuring that conservation is a sustained approach on which sound development and planning should be based
- ⇒ Limiting negative landscape transformation and promoting sustainable uses and physical development which will complement and not impair the important water, biodiversity, scenic and cultural resources of the area

- ⇒ Promotion of sustainable economic upliftment of the area, with particular reference to job creation and community-based development projects
- ⇒ Providing for a gradation of development away from the borders of the park, and-
- ⇒ The promotion of sustainable tourism development in the Drakensberg region.

5.3.8 WATER RESOURCES

Imbabazane Local Municipal sits at the bottom of Ukhahlamba World Heritage Site. This area is commonly known for being the primary source of water for thousands of multiple water users in the province of KwaZulu Natal. Of particular importance, is the two main river systems that run through the municipality area in a form of Injisuthi and Bushman's Rivers. refer to Map (Hydrology Map) under section 5.3.2 of this report.

5.3.9 WATER RESOURCES

In this context water quality is not specifically concerned with the portability of water. Rather it is concerned with the silt load that

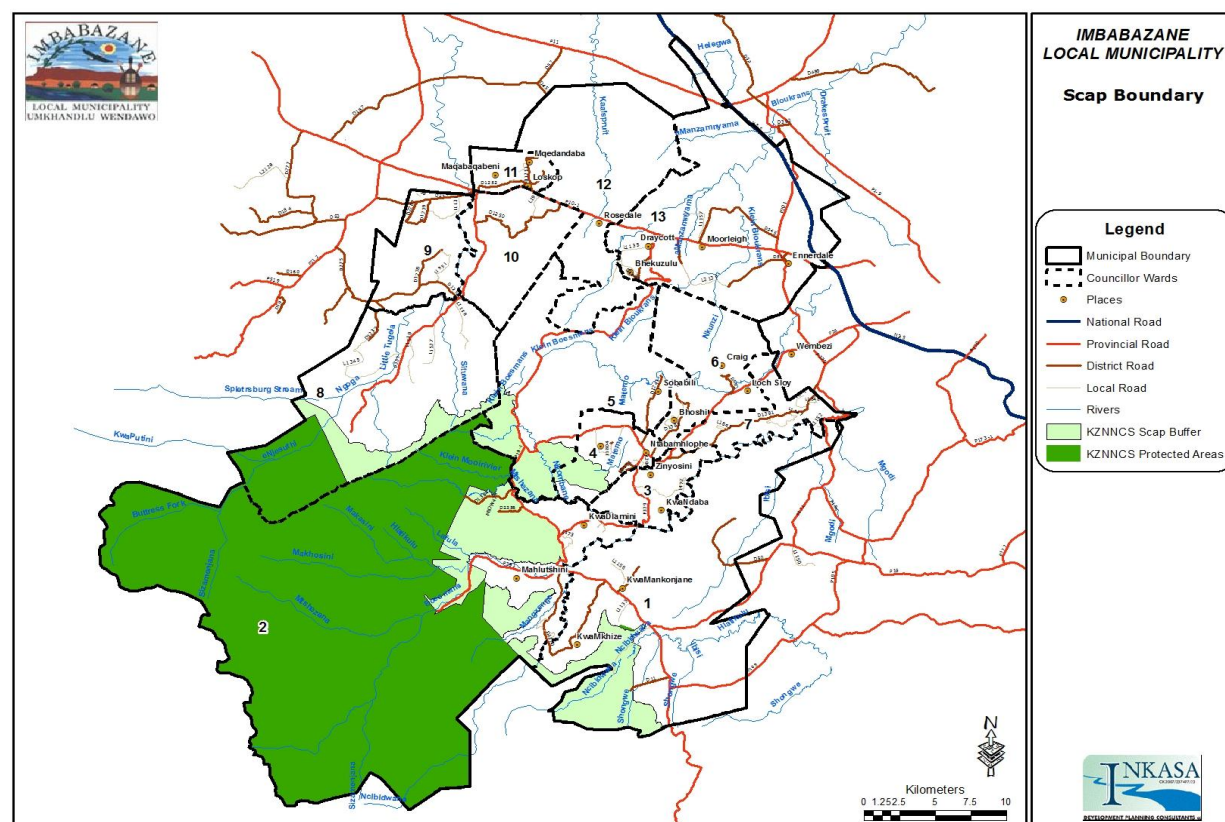
rivers draining into the Bushmans and Injisuthi Rivers (not ignoring the Bushmans and Injisuthi Rivers themselves) are carrying. These rivers and their tributaries, which arise in the Drakensberg, are very important sources of water not only for Imbabazane municipality but for the Province as well. The extent of land degradation through poor management and inappropriate land use in the Ingonyama Trust areas results in high silt loads being contributed to the river systems. The Wagendrift dam could experience extensive silt deposits which would result in loss of storage capacity.

5.4 SPECIAL CASE AREA PLAN (SCAP)

Imbabazane Local Municipality is located at the foothills of the Drakensberg Mountains. And it's been a considerable amount of time since the said mountains were elevated a 'World Heritage Status'. In line with the need to conserve the

mountains and to ensure minimal destruction from the development perspective, a 'Special Case Area Plan' was devised. The said plan was intended to act as an interface for development between the mountains and neighboring municipalities - In addressing this issue, SCAP proposed a buffer zone as shown on Map 14 below.

MAP 14: SCAP IN RELATION TO ILM



5.5 TRIBAL AUTHORITIES

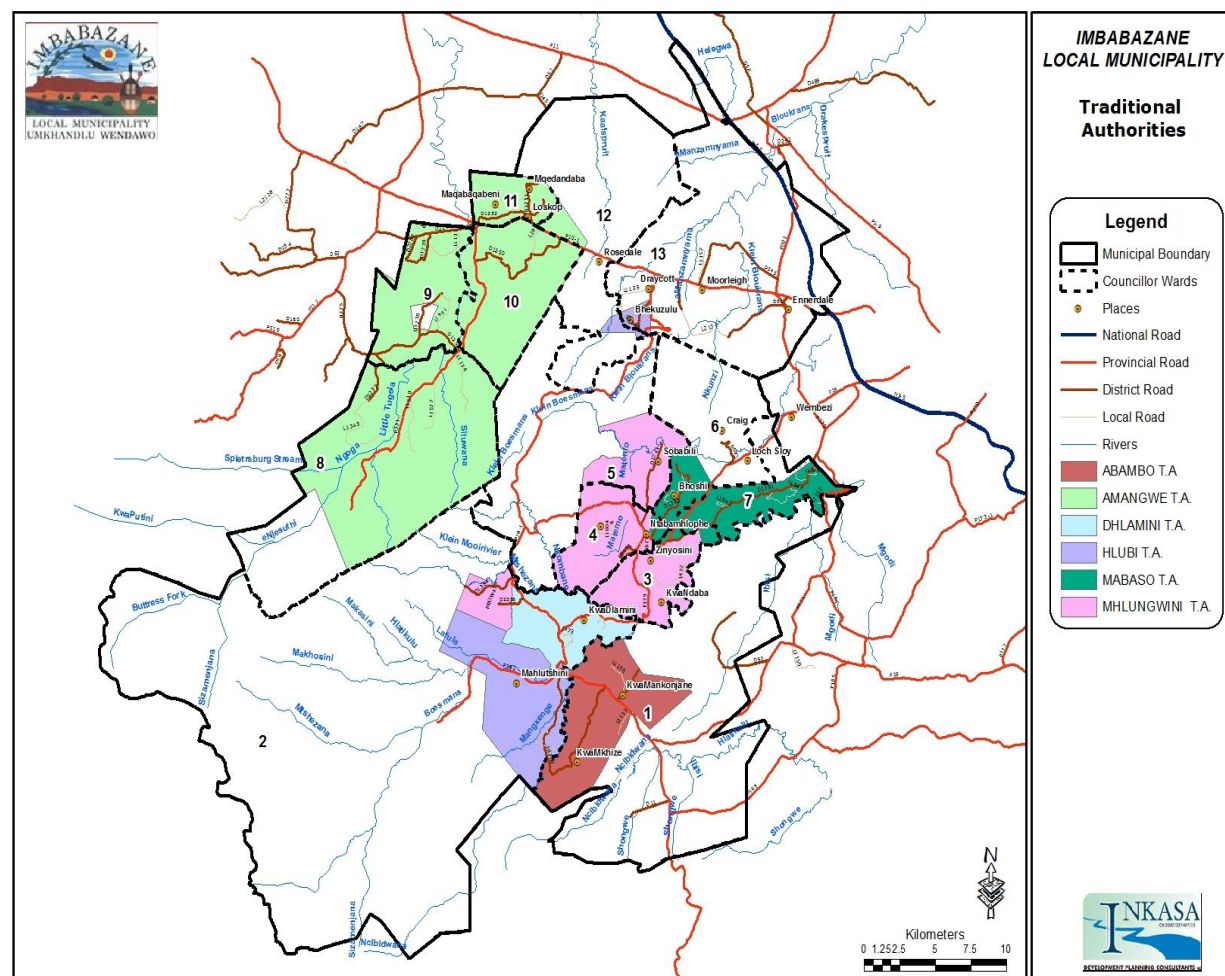
There are approximately six Traditional Authorities in Imbabazane Local Municipality, namely:

- 1) Amangwe Tribal Authority.
- 2) Mabaso Tribal Authority.
- 3) Mhlungwini Tribal Authority.
- 4) Dlamini Tribal Authority.
- 5) Hlubi Tribal Authority.
- 6) Abambo Tribal Authority.

Within the ILM, the existing traditional authorities can be clustered into two categories. The majority of the traditional authorities form the eastern and central part of ILM whilst Amangwe act as the defining edge on the north-western portion of ILM. Typical of rural areas in South Africa, they consist of dispersed and scattered settlements with no proper co-ordination with regard to provision of services and associated social

infrastructure. Map 15 below depicts the spatial orientation of traditional authority areas.

MAP 15: TRADITIONAL AUTHORITIES WITHIN ILM



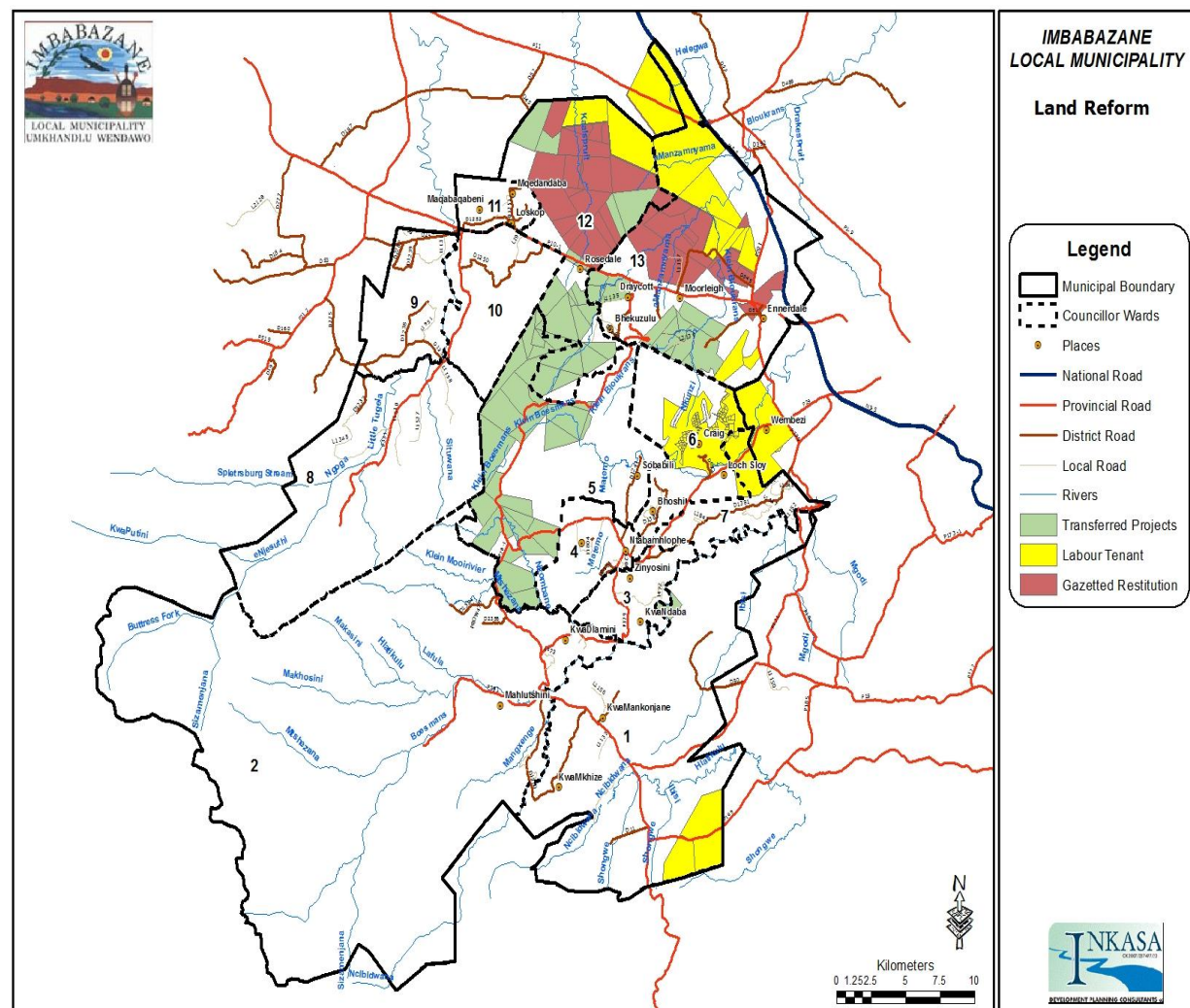
5.6 LAND REFORM AND HOUSING

The Land Reform Programme came into effect almost fourteen years ago. At its inception, it was seen as a programme that will redress a myriad of social ills. ILM was one of the piloted areas within KwaZulu-Natal and this was due to its historical significance. The history associated with certain areas within the ILM has been dominated by conflict over land (taking into consideration its significance as the catalyst for development) and access to skewly distributed resources within the region. It is reported that such conflict has been in existence for many years and its footprints are still evident even today. Much of the conflict has been centred around access and control over certain portions of land which in turn manifest into certain groups possessing more power over others. Issues such as defining of boundaries between various clans and the need to cater for an ever increasing population has put strain on available limited land resources. The classic scenario in this regard, is the Amahlubi tribe land history that dates back to the early 1800's and the times of Inkosi Langalibalele. The said community has regained approximately 13 00ha of land, the majority of which is high potential agricultural land. However, as a direct consequence of social dynamics amongst the beneficiaries involved and interference by external forces, this productive land lie idle and grossly underutilised.

5.6.1 LAND REFORM PROJECTS IN IMBABAZANE LM

Land Reform generally occurs in three forms, which inter-alia include redistribution, restitution and tenure reform. Within ILM, the history shows that, the implementation of the programme has taken more of a redistribution conduit. The bulk of the projects have transpired primarily on state land, refer to Map 16 overleaf.

MAP 16: LAND REFORM PROJECTS WITHIN ILM



Map 16 of this report clearly articulates on spatial terms a number of land reform projects that have already been transferred to beneficiaries since the inception of the land reform programme in 1998. It is important for ILM to offer necessary support to the beneficiaries and to align land reform projects with broader development goals of the ILM, this includes integration with the Spatial Development Framework (SDF). Proper planning for these projects will allow the ILM to provide basic services in a co-ordinated and efficient manner as opposed to an adhoc approach. Further to the above, information sourced from previous studies indicate redistribution projects that have been undertaken within ILM - see table 4 below.

TABLE 4: REDISTRIBUTION PROJECT

Project Name	Type	Extent	Households	Phase
Amahlubi	Redistribution of State land	8 600ha 43 farms	532	Transferred
KwaNdaba	Redistribution of State land	675ha 2 farms	40	Transferred
KwaDlamini	Redistribution of State land	495ha 3 farms	40	Transferred
Etshengelele	Redistribution of State land	1 200ha 9 farms	49	Transferred
Waayplaats	Redistribution	556 ha	100	Transferred

Source : 2006/07IDP Review

In addition to the projects detailed in Table 4 above, there is additional block of State land that is under the control of the Department of Rural Development and Land Reform (DRDLR) in Pretoria which is available for the establishment of small scale and emerging commercial farmers making use of the Land Redistribution for Agricultural Development (LRAD) grants to acquire the land. The provision of infrastructure and services would

become the responsibility of the relevant local government structure. Additional projects, which need attention, include:

- ⇒ The Empangweni Mission land (lot 7 Empangwene) which is already fairly densely settled. This project has huge potential if managed properly
- ⇒ Bergvliet, is a redistribution/labour tenant project and is currently active. It has also been allowed to become a settlement and will be transferred to beneficiaries in due course
- ⇒ Iphangandlovu was done under the pro-active land acquisition model and has been transferred to beneficiaries, and-
- ⇒ The amaSwazi who are living in the ILM have been working on the claim for land under the jurisdiction of KwaZulu Wildlfiie in the Cathkin Park area. Apparently the claim was not successful and alternative land has been purchased (Source: ILM 2006/07 IDP Review).

5.6.2 LABOUR TENANT PROJECTS

Information sourced from the Department of Rural Development and Land Reform (Ladysmith Office) indicates that, there are a number of Labour tenant applications that have been submitted. Map 16 above articulates the spatial distribution of these projects. Obtaining more information about

each project proved fruitless due to tight time frame available for finalising the research process. However, in short, the ILM should gear itself for assisting beneficiaries of the land reform programme within its area of jurisdiction.

5.6.3 RESTITUTION PROJECTS

As mentioned earlier on, land reform in Imbabazane has largely been based on redistribution of state land. However, the current findings suggest that, there are a number of restitution claims that have been recorded and gazetted in the ILM area - Map 16 also depicts the spatial orientation of these projects. What is also strikingly clear is that the majority of restitution related projects have their location in the northern part of the subject municipality area.

5.7 HOUSING DEVELOPMENT

Provision of housing previously fell under the ambit of the erstwhile Department of Housing – which is now referred to as the Department of Human Settlements. Thus far there has been a concern around the provision of housing within the South African context which has placed more emphasis on the delivery of houses on the urban and peri-urban areas and this has resulted in insufficient models being developed for providing houses within a rural context. In recognition of this, funds have been made

available for municipalities to prepare housing sector plans which identify potential housing projects including within the rural context as well.

Through this process, the Municipalities will be in a position to identify housing backlogs, housing need and demand, identify priority projects, set service levels, and secure funding from the Department of Human Settlements and the Municipal Infrastructure Grant Programme (MIG). Information sourced regarding housing projects within ILM is indicated in table 2 below.

As can be observed in table 5 of this report, the ILM has identified the mentioned projects for implementation until the year 2011 and even beyond. What is strikingly evident from the latter is the nature of projects to be implemented in this case being the In-Situ Upgrades. Inadequate development of Greenfield housing development projects should be concerning since In-Situ Upgrades are engulfed by a range of complexities such as inability to provide services and facilities in a structured and efficient manner. Further to this due to nature of settlements, planning standards are generally abridged in order to curtail social destruction that might occur. Based on the information solicited from the Housing Sector Plan for ILM, the status of the above-mentioned projects is as follow:

Good-Home Housing Project:

This project was approved by the MEC on 17 April 2006 and written confirmation is still outstanding from the Inland region.

Zwelisha Housing Project:

This project was recommended by the Housing Advisory Committee for approval, and it was submitted to the Office of the Head of Department for the signature on 16 May 2006. Once the Head of Department signs, it will be taken to the MEC for approval.

Loch-sloy Housing Project:

Land has been identified. This project is targeting five hundred beneficiaries (500 units) and the priorities are the provision of basic services.

Newland Housing Project:

All the key risk areas have been identified and possible solutions provided. Reports have been submitted Department of

Human Settlements and Housing Advisory Committee (HAC) for assessment.

TABLE 5: IMBABAZANE HOUSING PROJECT: FUNDING REQUIREMENTS FOR 2005/6-2010/11

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Source: ILM Housing Sector Plan: 2006

Ephangweni Housing Project:

In this area, land has been identified and the project is targeting approximately 1000 beneficiaries. Its priorities are once again based on the provision of basic services.

In its endeavour to cater for the housing needs of its constituency the IDP for ILM has identified the following projects for implementation in the near future:

⇒ Ngonyameni, Mnyangweni, Shayamoya Bosch, Mafikeni/Mkhalanyoni, Mahendeni, Mhlungwini, Mhubheni, Nkomokazini, NhlanoMkhize, Seventini, Gcinusizi/Ezimfeneni, Mdwebu, Bhekabezayo, Mandabeni, Lomonde/Rosedale, Kwasilimangamehlo, Tatane, Bhekuzulu, Makekeni, Ngodini, Moyeni, Kwavala, KwaDlamini, Mahlutshini, Manjokweni and Dalton.

5.8 LAND USE CONTROLS

Previously, Imbabazane Local Municipality area was subjected to two sets of planning regulations, namely the Town Planning Ordinance No 27 of 1949 (this is applicable within privately owned commercial farms), and for the Traditional Authority areas, the Ingonyama Trust Land Act). Generally, areas under Ingonyama Trust made use of KwaZulu Land Affair Act (Act No.11 of 1992) to submit development applications. Also, in line with the aforementioned Act, Traditional Authority areas tended to use RDP norms and

standards as guiding mechanisms for various development standards. These laws are administered by the Department of Co-operative Government and Traditional Affairs, KwaZulu-Natal Provincial Administration. However, the recent promulgation of the KwaZulu Natal Planning and Development Act (KZNPDPA) has synchronised the way development applications are submitted. Irrespective of location (rural or urban) all development applications should be done in line with the prescriptions of the PDA. Going further, the municipality is in a process of completing the draft Land Use Management System (LUMS) as an attempt to develop and introduce a uniform land use management system. Rightfully so, LUMS will need to be updated to take into account the recommendations of the SDF and availability of updated cadastral information- the latter should be generated as part of the development of systems and procedures for the implementation of the MPRA.

5.9 SPACE ECONOMY AND ITS IMPACT ON LOCAL PATRON'S MOVEMENT

The way in which land uses are organised on spatial terms has a bearing on a number of issues. Within the subject municipality, the movement of people which include capital and goods can be categorised into main entities, which are the footprints of apartheid spatial planning. Firstly, the northern part of the ILM

consists of agglomeration of emerging industrial and various small medium entrepreneurs in the eMangweni area. Surrounding this area is the vast concentration of settlements, which depend on it for services and other day to day facilities. From this perspective it comes as no surprise that, the movement of people in the northern part of ILM is geared towards eMangweni for various reasons, namely; employment opportunities; availability of the banking service, the ability for SMME's to generate a reasonable income due to threshold created by an influx of people and to access public transport with relative ease. This puts eMangweni as an important sphere of influence with regard to the functioning of the space economy especially in the northern part of ILM. Secondly, the eastern-central part (Ntabamhlophe) of ILM is also an important anchor. Due to its administrative role (it is where municipal offices are located) and with the recent establishment of a Multi-Purpose Community Centre (MPCC), this area has emerged as another important space of focus within ILM. It draws people from all over ILM and is swift becoming synonymous with its anticipated role of being the primary development centre. The bulk of the movement from the southern, western and central part of ILM is geared towards Ntabamhlophe area.

Having acknowledged the two most important spaces of influence within the ILM, it is essential to note that, the Town of Escort

situated approximately less than 30 kilometres east of Ntabamhlophe continues to be the major economic and social space of influence in the ILM. In this case, it can be regarded as the "primary economic and social space" whilst the latter (ntabamhlophe and emangweni are the secondary economic spaces of influence). The constituency of ILM has agreed that, the Town of Escort is having a major impact on the continuous leakage of income from ILM. To this end, it is important to engage in initiatives that will stem the flow of income thus building a sustainable local government structure.

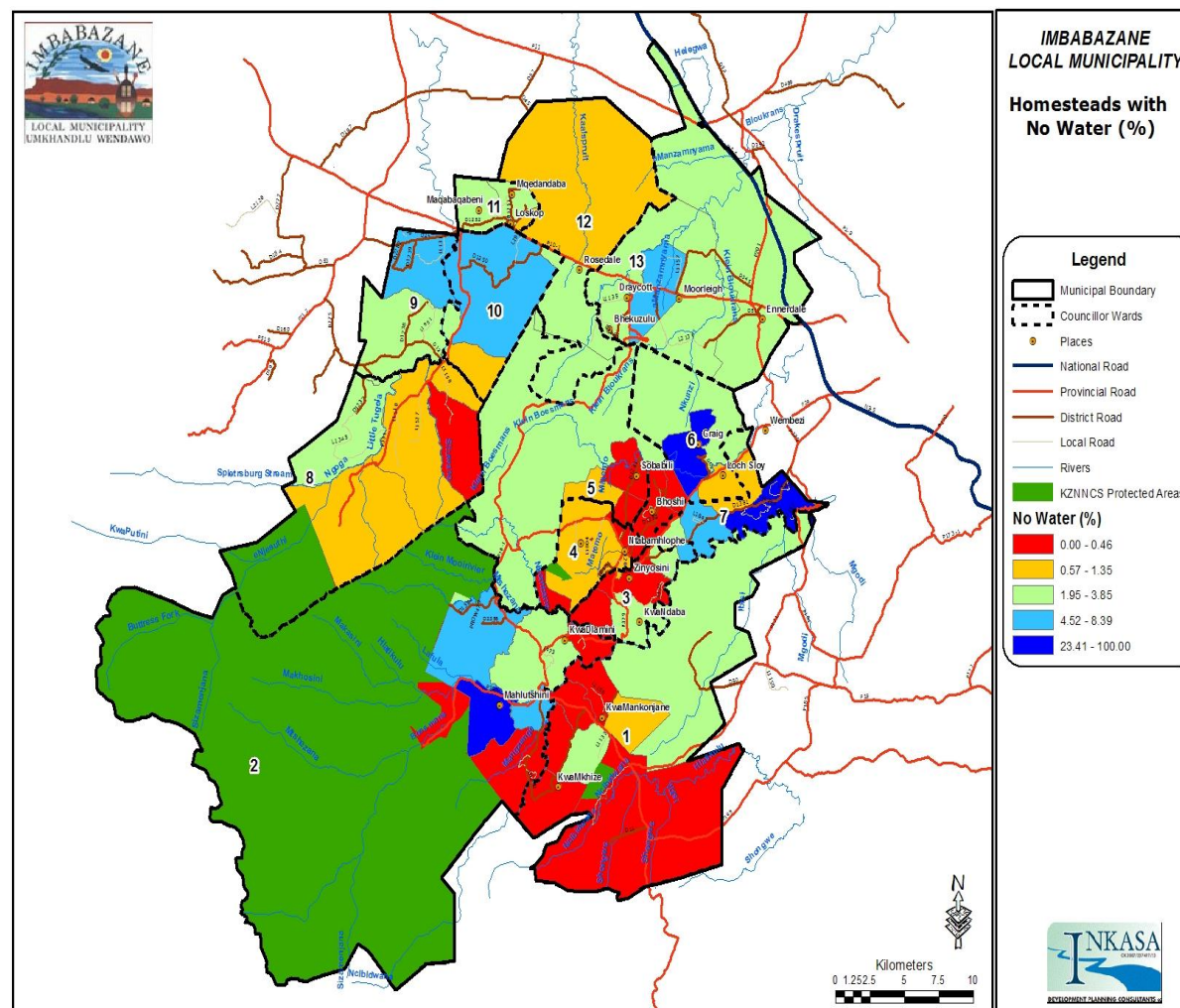
5.10 SERVICE BACKLOG

5.10.1 WATER BACKLOG

Large concentrations of settlements occur within tribal authority areas. Due to history of unequal distribution of services, settlements within tribal authority areas tend to have the highest level of hardships in terms of water provision. According to the 2001 census data, which is at present the most official data available (which might be outdated as well) it is apparent that wards 2, 6, 7, 10 and 13 appear to be the most affected by inadequate provision of water resources.

Areas located within the commercial farms which include but not limited to wards 1, 8, 12 and 13 seem to have better access to water resources. Map 17 of this report graphically shows areas with varying access levels to water resources. However, in short what is evident within ILM is that there is high level of households without access to water resources within a minimum acceptable level of standard and this imply a need for the municipality to prioritise settlements as key investment areas.

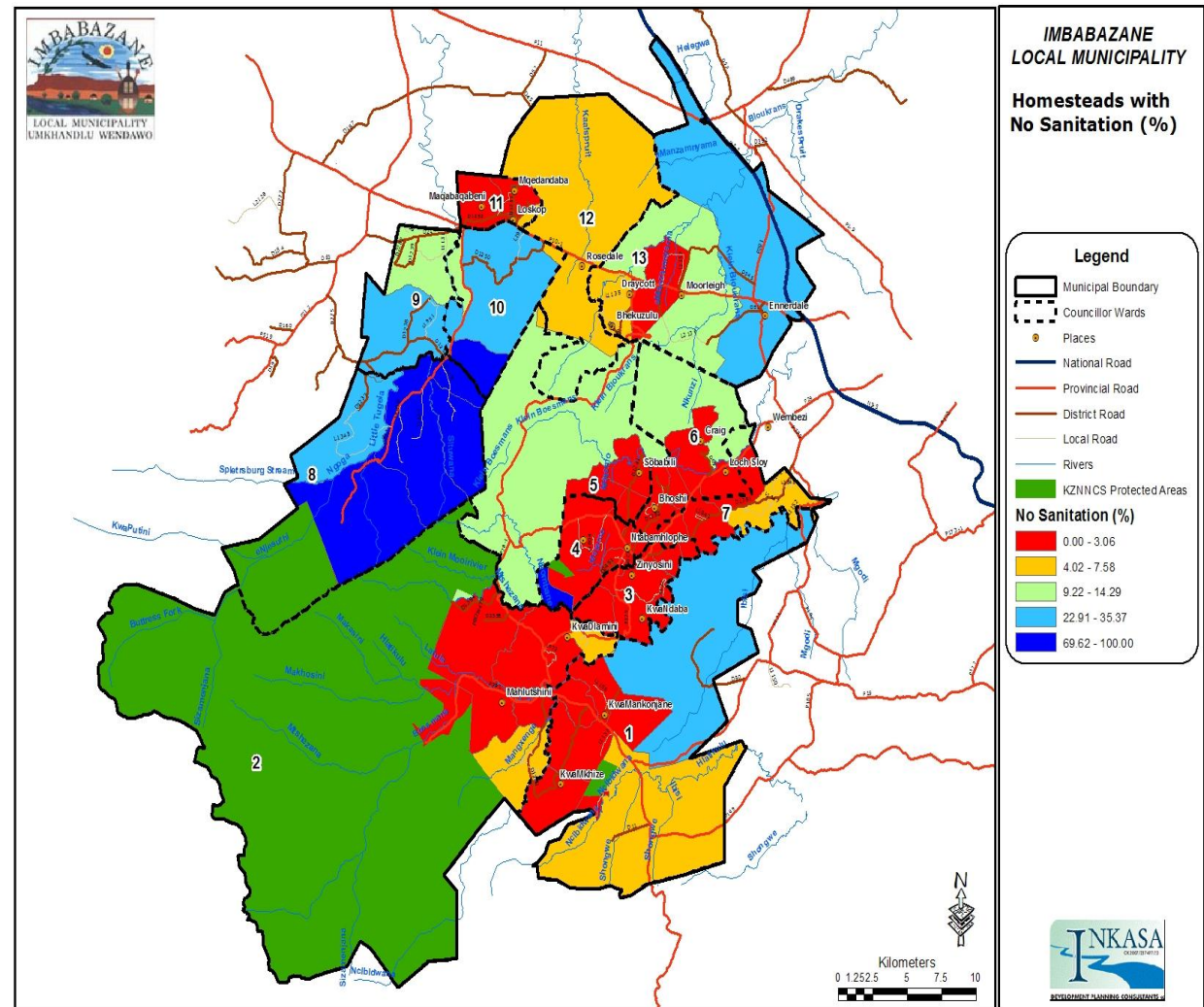
MAP 17: WATER SERVICE BACKLOG



5.10.2 SANITATION BACKLOG

Map 18 illustrate that wards 8, 9 and 10, etc being the less provided with adequate sanitation facilities. Well settled rural areas with inadequate sanitation facilities are a huge concern. When proper sanitation systems are less evident, people tend to use other natural systems for disposing of sanitation waste. The implications of this can be severe from both an environmental and social perspective. In acknowledging this phenomenon, it is imperative that areas with less access to sanitation should be prioritised in order to stem the consequences attached to using other natural means of disposing sanitation. This should be done in line with the national and provincial targets and standard applicable for provision of sanitation facilities.

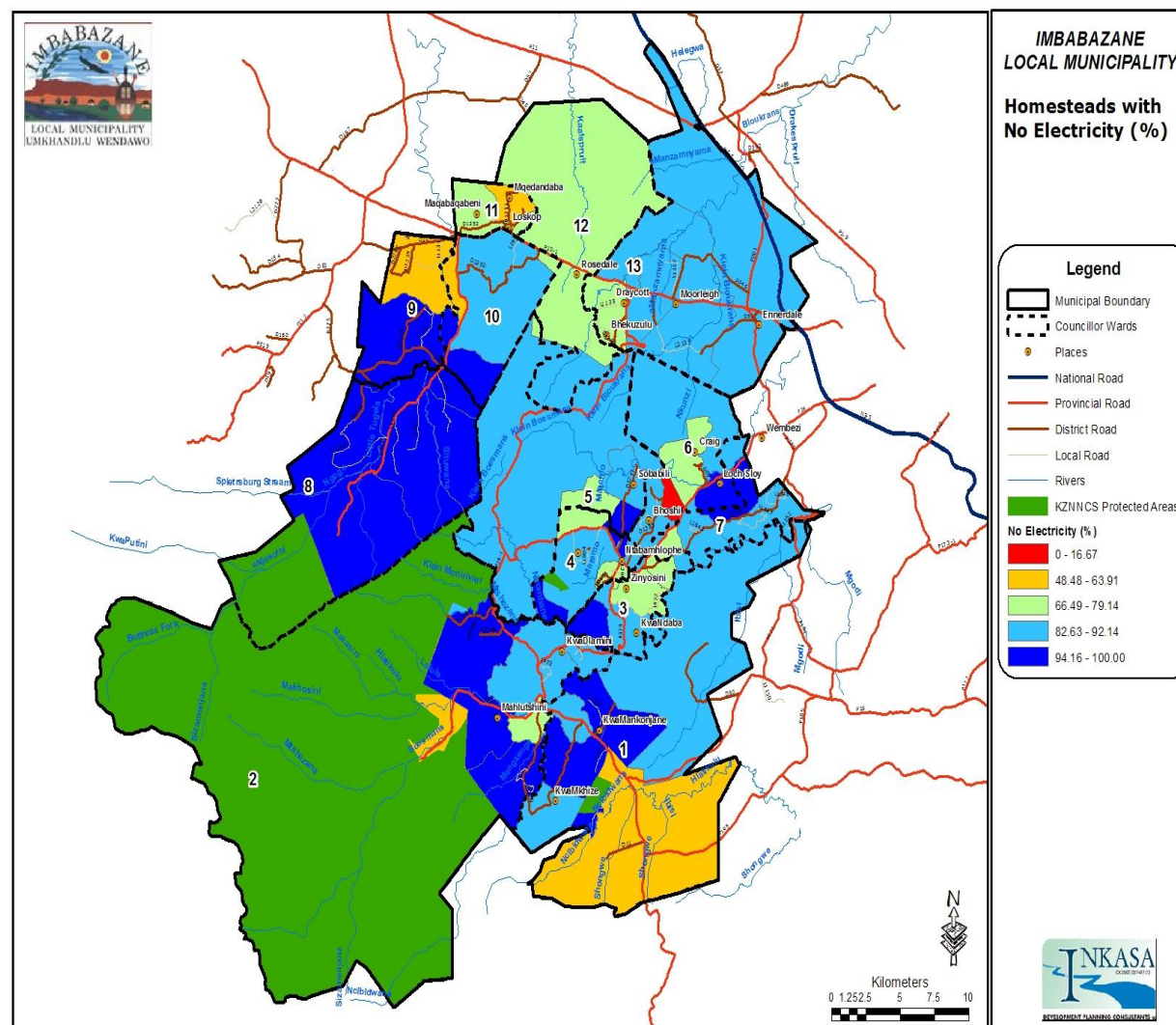
MAP 18: SANITATION BACKLOG



5.10.3 ELECTRICITY BACKLOG

The 2001 Census data (which might be outdated) shows an alarming number of households without access to electricity within ILM. Areas mostly affected in this regard include wards 2, 5, 8 and 10, ect. wards 1, 3 and 6 to an extent ward 9 appear to be better served with energy. Map 19 illustrate on spatial terms the level of access to energy within ILM. Poor access to energy sources further entrenches the need to focus on traditional settlement as primary investment areas for future development. It is where available public and private funding should be channelled since consequences associated with utilising traditional methods of energy such as candles, paraffin stoves, etc are dire.

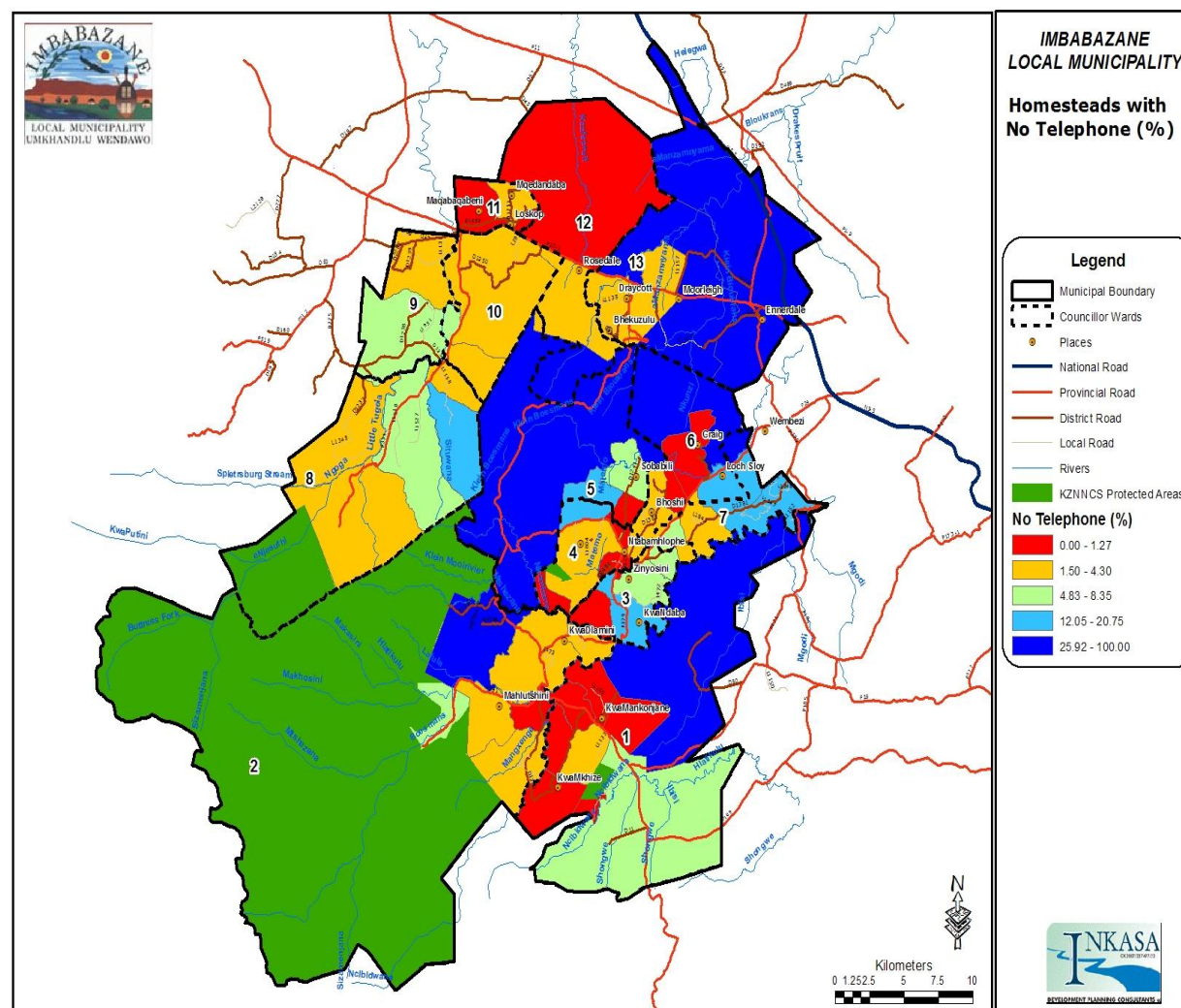
MAP 19: ELECTRICITY BACKLOG



5.10.4 TELECOMMUNICATION BACKLOG

Households poorly serviced with telecommunication facilities are also evident throughout the municipality area, with the exception of wards 1 and 12 respectively. In the current environment where technology continues to play a meaningful role in the development of communities and individuals alike, access to telecommunication and associated infrastructure is essential – Map 20 of this report shows spatial distortions and hardship with regard to provision of telecommunication facilities within ILM. Once again, it is worth noting, that traditional settlements are the most affected.

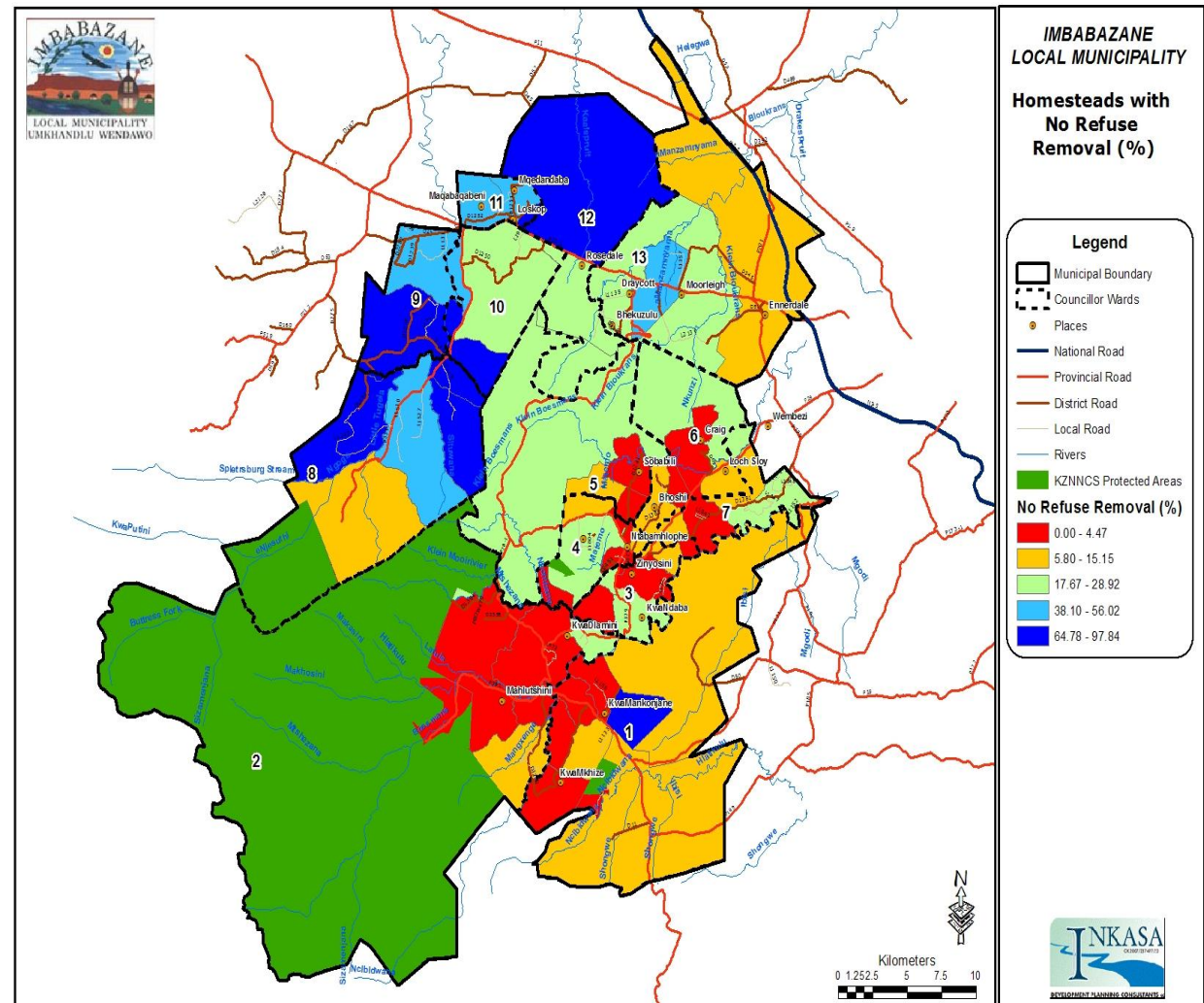
MAP 20: TELECOMMUNICATION BACKLOG



5.10.5 REFUSE REMOVAL BACKLOG

One of the footprints of apartheid planning is the absence of proper refuse removal systems within rural areas. Historically, communities within the rural context have relied on the traditional ways of disposing litter, which include digging a pit for dumping purpose in close proximity to homesteads. Others have been disposing off waste in the open without any formal pattern. From the foregoing, it comes as no surprise that, Map 21 of this report shows a huge spatial distortion with regard to refuse removal system. However, it is encouraging that, the subject municipality engaged in a process of formulating a Waste Management Plan (WMP) which shall address issues pertaining to refuse removal within its jurisdiction.

MAP 21: REFUSE REMOVAL BACKLOG

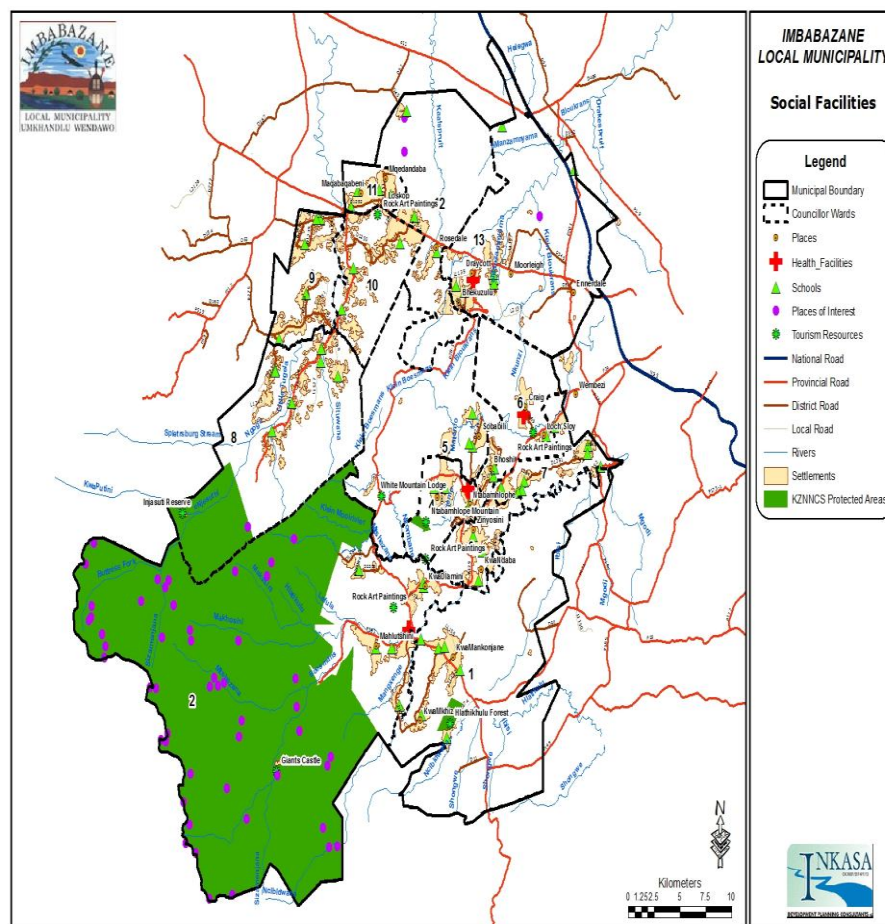


5.11 ACCESS TO SOCIAL FACILITIES

Access to social facilities serve as another important social development indicator. They assist in building cohesive and socially inclusive communities. However, as a results of past planning practices which focused provision of facilities in certain areas, a huge proportion of rural areas were neglected and not provided with adequate social facilities. The subject municipality is largely rural in nature and previously the bulk of the areas fell outside of the former Natal. Thus, from this perspective, it would be expected that access to social facilities might be less adequate in certain parts of the municipality – which is a trend that most areas that fell outside of former Natal have endured over the years.

On the contrary, Map 22 below depicts the spatial location of various key social facilities within the ILM.

MAP 22: ACCESS TO FACILITIES



And as can be seen from the aforementioned map, social facilities are almost evenly spread throughout the municipality area. The type of social facilities found within the ILM generally ranges from school facilities, mobile and station clinics, safety facilities, community halls, etc. The majority of the social facilities within ILM are in a form of schools (for more information, refer to Map 22). There is a call for increasing stationery clinics within the subject municipality area – this need has been identified and captured accordingly in the IDP.

Understanding the spatial distribution of these facilities and the identification of gaps is one of the cornerstone of the SDF. Further to the above, since ILM is rural in nature, this makes it difficult to apply development standards associated with social facilities. This is due to the fact that, most of the standards are urban orientated. Within the rural context, the needs based approach normally takes precedence over standards. For example, within the urban set up, to provide a primary school, there would be a requirement of 600 residential sites while the secondary school would need a threshold support of 1200 residential sites. The scattered nature of rural settlements renders this notion of development standard non-effective and difficult to implement in rural areas.

5.12 ROAD NETWORK

5.12.1 PROVINCIAL ROAD NETWORK

Imbabazane Local Municipality is well integrated with the provincial access pattern, especially the Drakensberg Park. Its primary node is approximately 30km from the N3, and two of the main access routes to central Drakensberg runs through the municipal area. Although these carry substantial loads of traffic and serve as main arterials, the municipality has benefitted little from this. The recent incorporation of the small section of the N3 within ward 13 should be used as an anchor for a range of development initiatives. This should occur in line with the anticipated role of the N3 corridor as enshrined in the Provincial Spatial Economic Development Strategy (PSEDS).

5.12.2 LOCAL ROAD NETWORK

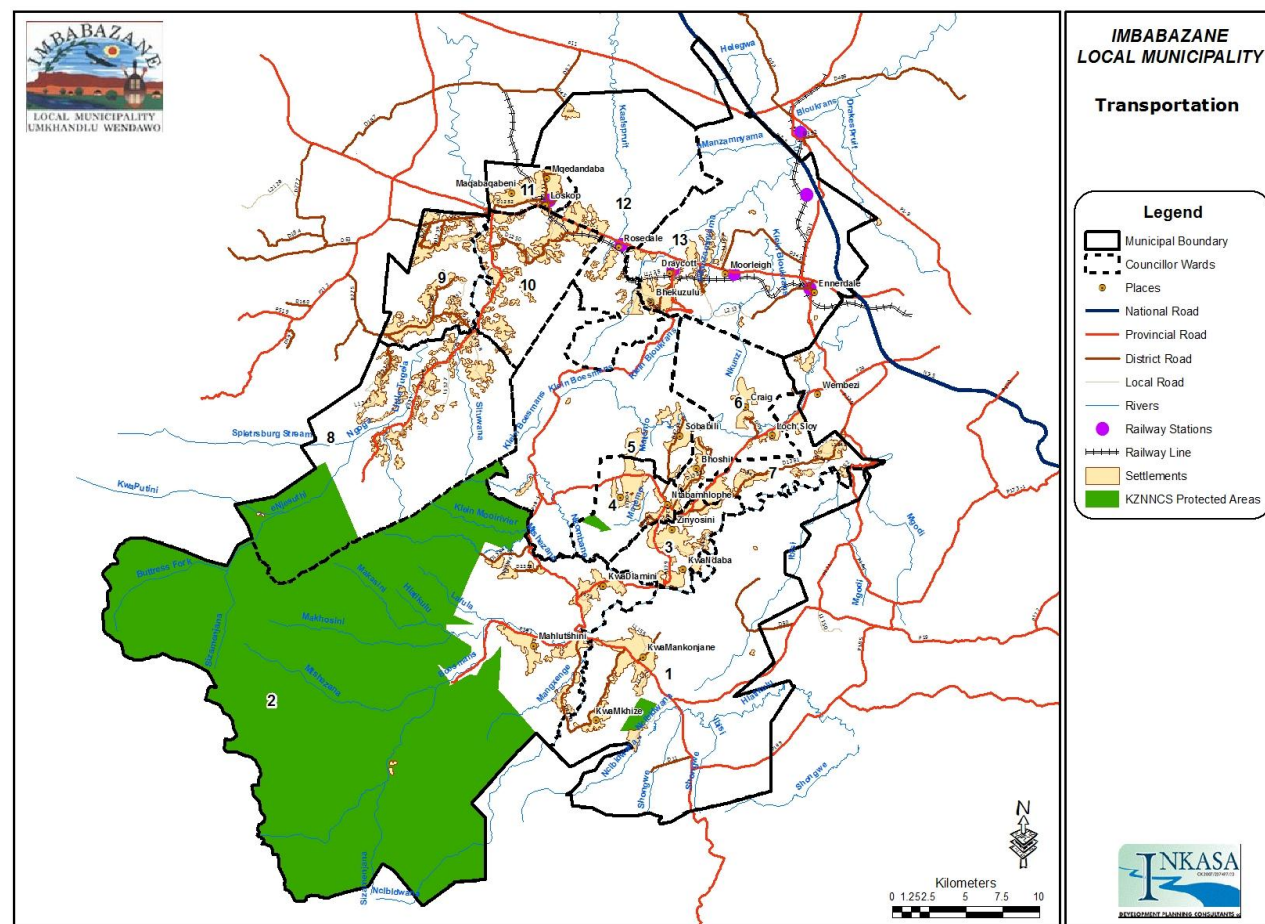
The primary objective of the entire thinking tank of ILM is to alter the current perception which is based on ILM as being merely an administrative centre but towards a homogenous entity that is socially, culturally and economically inclusive. To achieve this vision, it is imperative that internal linkages function at an optimum level. At present, all major routes lead towards the town of Escort and the Drakensberg. Internal linkages, especially between its western and eastern parts are weak and almost non-existent.

Ntabamhlophe, the main administrative centre within the area is poorly accessible to the people in Loskop due to the physical topographical barrier that separates these two areas. As a result, different parts of the municipal area operate as discrete components and system in their own right – which is detrimental to inclusive / integrated development approach.

The following roads provide linkages to various destination points within the ILM:

- ⇒ The road from Injisuthi game reserve (P331) provides linkage with Emangweni area
- ⇒ The road from eMangweni (P10-1) links the ILM with surrounding areas such as Escort and the N3 on the eastern side of the ILM while it also provides linkages with Okhahlamba on the north-western side of ILM

MAP 23: LOCAL ROAD NETWORK FOR ILM



- ⇒ P29 serves as the gateway and link point with the town of Escort on the eastern side of ILM. In fact this road is one of the important routes for Imbabazane Local Municipality, and-

⇒ The road P28-1 provides linkages with surrounding areas on the southern portion of ILM.

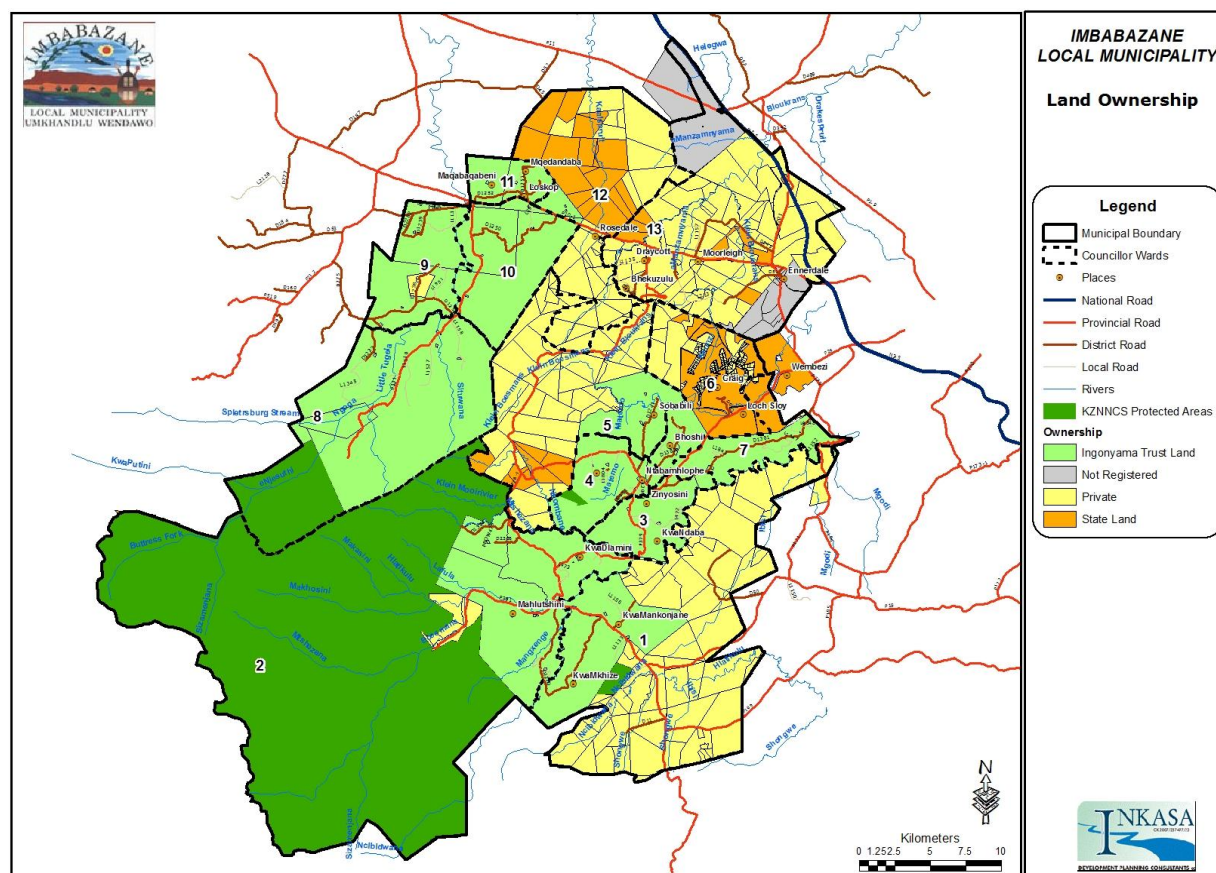
Further to the above, rural access roads require more attention, as they are mostly un-surfaced and hence susceptible to erosion. The municipality currently does not have storm water control measures for rural areas. Most of the drains for rural roads discharge into watercourses and veld, and this contribute to soil erosion. Strategic intervention need to focus on storm water management and the monitoring of settlement establishment on areas adjacent to rivers and streams.

5.13 LAND OWNERSHIP

The land ownership scenario within Imbabazane Local Municipality is depicted on Map 24 of this report. Observation made from the said map indicate that the majority of land is under traditional ownership and is subjected to

Ingonyama Trust norms and procedures. Going further, there are also a few patches of privately owned land in the southern, central and northern part of the municipality. A combination of state land and portions of unregistered land form the north-eastern part of the ILM (for more information, refer to Map 24).

MAP 24: LAND OWNERSHIP SCENARIO



5.14 TOURISM ASSETS

At a regional level, it could be argued that the ILM Area falls under the UKhahlamba – Drakensberg Provincial Precinct. However, thus far, the tourism sector within this local authority has not been developed to realise its full potential. It is still lacking behind at varying levels which include infrastructure development, institutional arrangement and human resource development. While this trend is being noticed within ILM, the tourism areas that surrounds ILM have developed and are flourishing. The North and South Western parts of Imbabazane have the Drakensberg Mountain, which is a 'draw card' for the tourists at all levels (i.e. foreign, domestic and local).

The Central portion of the Drakensberg, which is adjacent to Imbabazane, boasts of a number of nature based and adventure tourism with activities, which includes but not limited to hiking, bird – watching, wildlife drives, walking trails, fly fishing, San rock art tour, picnicking and adventure sports or events, etc.

The tourism assets and facilities that exist include the nature reserves and the accommodation facilities e.g. UKhahlamba Drakensberg Park (a declared World Heritage Site) and complimentary facilities, which includes accommodation provision

from Injisuthi and Giant Castle lodges, refer to Map 12 of this report.

White Mountain lodge also has its presence within ILM. It caters for tourist from all over the Province of KwaZulu Natal even beyond.

Worth Noting: In 2007, ILM engaged in a process of formulating a Tourism Strategy which would serve as the catalyst for co-ordinating and synergising all tourism related activities.

6 ANALYSIS OF THE DEVELOPMENT NODES

6.1 NTABAMHLOPHE PRIMARY NODE

Ntabamhlophe has been identified as a 'primary development node' by the Imbabazane Integrated Development Plan. It has its location on the eastern central part of ILM. Thus far, its role has mainly been confined an administrative one, serving almost the entire municipal area. The land use survey undertaken in this area has the following reference:

6.1.1 RESIDENTIAL / SETTLEMENT

A number of substantial settlements exist in the Ntabamhlophe area. The residential component of Ntabamhlophe area is mainly based on traditional settlement, with a few patches of betterment planning evident. The existing road network has played a significant role in the spatial organisation of settlements in Ntabamhlophe area. The majority of the homesteads are concentrated along the major existing routes. Some of the homesteads in this vicinity are made of mud with a few constructed using blocks and appear to meet the necessary housing standards. As it is well acknowledged, the housing topology found in any given community is generally the reflection of the income status of the community residing in that locality.

6.1.2 COMMERCIAL ACTIVITIES

A number of economic activities have their presence in the Ntabamhlophe area. These occur at a localised scale and cater for the needs of local patrons – they range from agricultural related activities in a form of poultry production, tavern, hair saloon and spaza/tuck shops (Refer to Map 25 of this report).

6.1.3 INDUSTRIAL ACTIVITIES

Industrial development is not of a major scale within the Ntabamhlophe area. In fact, only one activity which could be linked to industrial operation. This comes in a form of a block manufacturing operation which is located along the eastern part of the main road. From this perspective, vast tracts of vacant land presents an opportunity for small enterprise development and this may entail the development of small business shelters and other Small Medium Micro Enterprise initiatives. Provision should therefore be made for industrial space, through a mixed-use zone concept.

6.1.4 SOCIAL ACTIVITIES

The Ntabamhlophe area appear to be well served with social amenities. Some of the social amenities which are found in the subject area include a library, a crèche, a clinic and a high school, etc.

6.1.5 GOVERNMENT AND INSTITUTIONS

The observation made seem to indicate that the Ntabamhlophe area is emerging unhurriedly mainly as an administrative center, serving the need of surrounding communities. A number of government offices exists within Ntabamhlophe area, which include the offices of Imbabazane Local Municipality, the Multipurpose Community Centre (which incorporates other essential offices such as home affairs, department of social welfare etc). Also found within the Ntabamhlophe area, is the tribal office of the local traditional council which administers traditional related issues.

6.1.6 RECREATIONAL FACILITIES

One of the striking features of Ntabamhlophe area is relative short supply of recreational facilities. And as an emerging node / centre this comes as no surprise. At least, there are two sport fields that exist in the vicinity – baring taverns and similar activities, the sports field are the main form of entertainment in the area. Thus, there is a need to broaden the choice of entertainment facilities within the Ntabamhlophe area taking into cognisance its envisaged role as a primary development node.

6.1.7 AGRICULTURE

Within the context of rural areas of KwaZulu Natal, the growing trend is premised on the notion of emerging towns emerging side by side with agricultural development – and the Ntabamhlophe area is no exception. During the field survey, it became clear that a considerable number of plots are utilized for crop production by small scale farmers and these have been indicated on Map 25 of this report. Crops produced in these plots are in a form of maize and other dry land crops - the production is geared towards subsistence with little commercial orientation. However, the agricultural strategy has been developed by ILM and seek to harness all the potential that exists in the area from an agricultural perspective. Its main thrust is to use natural resources as a catalyst for economic development and job creation.

6.1.8 ROAD NETWORK

There is a relatively good road network that link Ntabamhlophe with surround areas. This road network system consist of tarred roads which are in good condition. The main area of concern is at a local access level. At a local access level, the road hierarchy is not well defined. Nevertheless, due to betterment planning, some of the plots in the Ntabamhlophe area do have direct access from existing informal access roads albeit they are not well maintained and often in poor condition.

6.1.9 ENVIRONMENTAL CONCERNS

The following areas of concern need to be addressed from an environmental perspective:

- ⇒ There are a number of dongas which are susceptible to erosion which need to be properly maintained and rehabilitated. Development in these areas should as far as possible be minimised
- ⇒ Areas located in the vicinity of the river banks located in the northern and western part of the Ntabamhlophe area, should be protected as far as possible ,and-
- ⇒ Any existing wetlands in the vicinity of Ntabamhlophe area, should serve as a limited development zone.

Added to the environmental concern areas is the need to pay special attention to the management of solid waste and the treatment of all waste. The issue needs to be further investigated in a detailed solid waste management study. In recognizing the importance of this, the ILM engaged in a process of formulating a waste management plan –which should be implemented in due course.

6.1.10 FUTURE DEVELOPMENT SCENARIO

The Ntabamhlophe area boasts of a number of under-utilised and vacant tracts. Such area were identified during the field survey that

was undertaken as part of this research initiative (Refer to Map 25 of this report). Vacant and underutilised tracts of land provide a desirable ammunition for future development. In fact, there is a need to encourage high density along the roads where vacant tracts of land are located - the bulk of under-utilised land is located along P29 which further emphasizes the future importance of this road. Of particular importance is the type and nature of development that should be advocated along this area. And in as far as possible, any future development of this areas should be based on a mixed use pattern thus enabling multiple land uses to occur simultaneously. This may include education facilities, a shopping complex which may include but not limited to a petrol station, taxi rank, banking facility, office development, etc. In short, the available tracts of vacant should in all intents and purposes be utilised for providing high order level of services in line with the role of Ntabamhlophe as a primary development node.

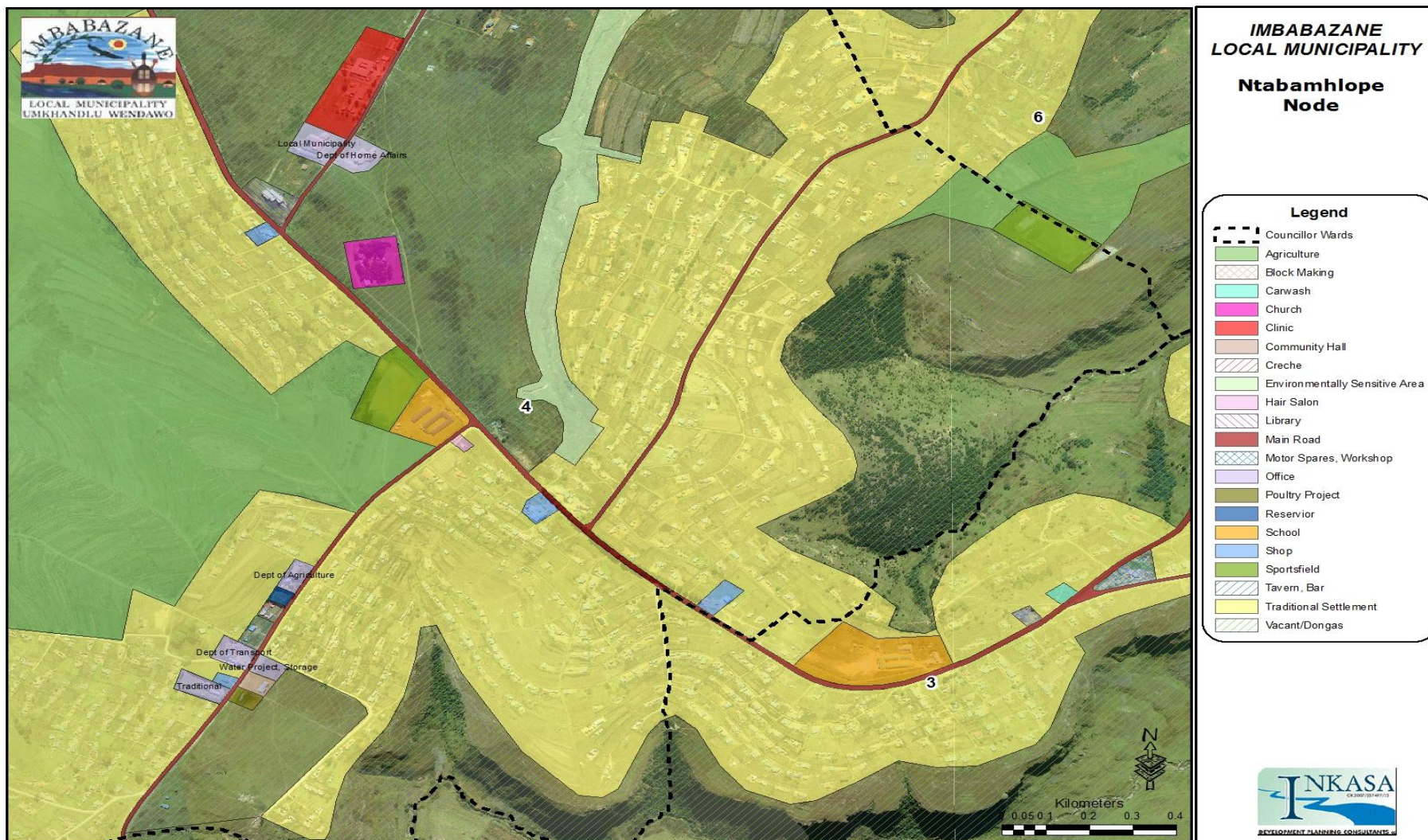
6.1.11 ISSUES THAT WARRANT ATTENTION / GREY AREAS

In any given area, there are always hinderances that need to be addressed. The same could be said in the Ntabamhlophe area. Thus

the following is seen as critical in achieving the desired sustainable and integrated development:

- ⇒ Land ownership: since the majority of the land belongs to Ingonyama Trust. In fact, even the municipality offices are located on Ingonyama Trust Land – thus signifying the importance of co-operative governance between the municipality and existing community structures – especially the traditional authority structures
- ⇒ The need to identify the urban boundary / the extent of the node thus giving form and structure
- ⇒ The need to formalise the area identified as a primary node
- ⇒ The need to get input from local community regarding level of services required in line with the principle of public participation, and-
- ⇒ The need to develop a framework plan which would depict the desired future development scenario. Furthermore, the framework plan will pave a way for the preparation of precinct plans, etc.

MAP 25: NTABAMHLOPHE LAND USE PLAN



6.2 EMANGWENI SECONDARY NODE

Imbabazane Integrated Development Plan (IDP) has earmarked eMangweni as a secondary development node. It sits along the road to Injisuthi nature reserve and other anchor tourist resorts located in the nearby Drakensberg Mountains. It has the potential to play a dual role which include economic development and administration matters to surrounding communities. From an efficiency perspective, both Ntabamhlophe and eMangweni should work as integrated systems as opposed to the current separate or distinct approach. Within this area, there is scope for the creation of more employment opportunities oriented towards small to medium enterprises. Some of the existing activities within the area *inter-alia* include the following:

6.2.1 ECONOMIC ACTIVITIES

eMangweni area consist of a number of commercial activities. They range from well a established localised mall (catering for local needs), shops selling clothing items, general dealer shops catering for day to day needs of local residents, public phones operated mainly in containers and informal trading which constitute selling of vegetables and fruits along the road pavement. These activities are indeed an indication of the entrepreneurship spirit indicated by the unemployed local residents. With proper assistance, for

example provision of economic infrastructure, access to start up capital etc, the existing entrepreneurs could develop and enhance their businesses even further.

6.2.2 SOCIAL ACTIVITIES

A small proportion of the social facilities were identified in the eMangweni area. They include several schools, a creche, a clinic and a taxi rank which appear to have been abandoned and not used to its full maximum. For the spatial distribution of these facilities, refer to Map 26 of this report.

6.2.3 RESIDENTIAL / SETTLEMENT

Most settlements in Imbabazane Local Municipality are rural in character. While most settlements are rural in nature, others have some evidence of betterment planning. For the spatial distribution of settlements in the vicinity of this area, refer to Map 26 overleaf. Like in most areas within ILM, the settlement pattern in the eMangweni area has followed the movement pattern. Dense settlements are located along the main movement routes mainly for access purposes – showing the importance of roads in any given area.

6.2.4 GOVERNMENT AND INSTITUTIONS

eMangweni is not well endowed with a range of institutions. The only institution of major note is in a form of a tribal court or traditional office which serve as a 'one stop shop', mainly servicing the surrounding communities. Some of the services that are offered by the 'one stop shop' include a satellite banking facility from ABSA and the municipality satellite office. Furthermore, another important land use found in this area is in a form of a 'childrens village'- refer to map 26.

6.2.5 INDUSTRIAL ACTIVITIES

The only area with some form of industrial activity within Imbabazane Local Municipality is eMangweni. The eMangweni area can be affirmed as the key manufacturing spot, since it is home to two key manufacturing industries within ILM. Both firms (KwaZulu Shoe and Industrial Braiding) are located at eMangweni and they offer employment opportunities to local patrons. They form a number of important land uses located along the P10-1 road which is identified as the primary development corridor. For the spatial distribution of both industries, refer to Map 26.

6.2.6 ROAD NETWORK

eMangweni area can be accessed through P10-1 which is a tarred road and is in a relatively good condition. At a broad level, the road

network resembles the Ntabamhlophe scenario. The road network is evident at a local connector and distributor level, and beyond this, especially within the settlements, the road network is poor to non existence, and the subject area is no exception.

6.2.7 AGRICULTURE

During the field survey, a number of crop fields were flooded with maize. What was also strikingly clear was that, agricultural production mainly takes place within the residential stands and in open areas in close proximity to existing homestead mainly for security reasons. The bulk of the production is geared towards subsistence farming, with little commercial focus.

6.2.8 ENVIRONMENTAL CONCERNS

From the environmental perspective, the following is worth noting in the eMangweni area:

- ⇒ Rugged terrain on the central and east-southern part of the development node
- ⇒ Eroded areas, which should be protected as far as possible
- ⇒ The need to establish a waste management system since the area is subject to development pressure, and-
- ⇒ The need to ensure that development on environmental susceptible areas is minimised.

6.2.9 FUTURE DEVELOPMENT SCENARIO

There is not much vacant land in the eMangweni area. This is due to large concentration of settlements and the erosion which has rendered much of the area un-usable. Few tracts of vacant land should be used to maximum. This suggests that any planning intervention in this area should be based on a bottom up approach. From this perspective, future development of the area should be in line with the needs of the local residents and the anticipated role of the eMangweni area as enshrined in the Integrated Development Plan for ILM.

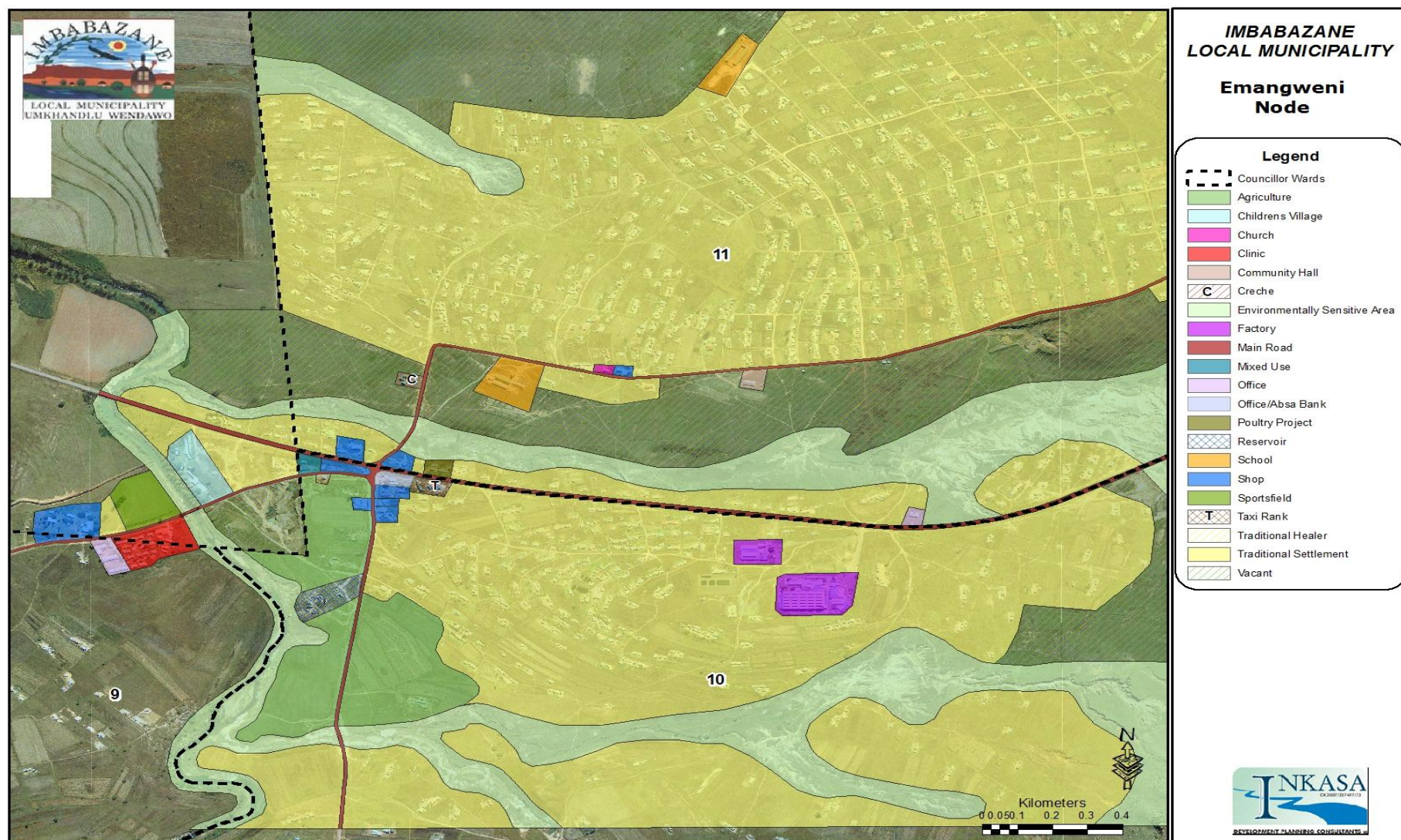
6.2.10 ISSUES THAT WARRANT ATTENTION / GREY AREAS

The following could be identified as current and future grey areas, which need to be dealt with so as to ensure sustainable and integrated development within the eMangweni area:

- ⇒ Land ownership
- ⇒ The need to identify the extent of the node
- ⇒ The need to liaise with local stakeholders so as to determine the level of development required
- ⇒ The need to develop a framework plan which would set the tone for future development. After the completion of a framework plan, more detailed precinct plans could be developed for the area

- ⇒ The need to quantify the amount of land available for future development, and-
- ⇒ The need to rehabilitate some of the dongas which poses a threat to future development of the area.

MAP 26: EMANGWENI LAND USE MAP



6.3 KEY SPATIAL DEVELOPMENT ISSUES

The objectives of the spatial strategy are to outline development principles to guide spatial growth for Imbabazane Local Municipality in relation to the physical space. The Spatial Strategy is a pre requisite for the formulation of development strategies for the whole of Imbabazane Local Municipality. The following are the major objectives of the strategy:

DEVELOPMENT OF NODES AND CORRIDDORS

The fundamental objective here is to ensure that the hierarchy of nodes is interlinked to the hierarchy of corridors and reinforces the functions of the nodes. Primary and Secondary corridors have been identified in Imbabazane Spatial Development Framework and these will be developed to shape the spatial structure – thus assisting to remove the striking features of previous distorted planning approach which is still evident within Imbabazane Local Municipality.

SUPPORT OF SERVICE DELIVERY AND PROVISION OF FACILITIES

The nodes developed should in all intents and purposes be used as focal points for service delivery with the degree and range of services available varying from primary, secondary, tertiary and tourism nodes. Tourism nodes will mainly focus on development of tourism relates products and to a certain extent provides other services as well. On the other hand, primary and secondary nodes should dwell on provision of high order facilities and services in line with the needs of the local constituency.

ENCOURAGEMENT OF SOUND LAND USE MANAGEMENT PRACTICES

The hierarchical development framework should direct development and support land use management to mitigate against conflicting uses. The manual on Land-Use Management Systems prepared by the Planning Commission should be adopted and used as the base for the land-use management controls and planning.

PROMOTION OF DEVELOPMENT IN NODES AND RURAL HINTERLANDS (SETTLEMENTS BEING PRIMARY INVESTMENT AREAS)

The development of the nodes should support economies of scale and service delivery; this is in line with the National Spatial Development Perspective. Going further, development in rural scattered and dense settlements should be encouraged. Much of the capital resources available should be devoted between establishing development in nodal areas while not compromising settlements – settlements should be provided with necessary social facilities including services as well.

7 TOWARDS THE PERCEPTION PLAN FOR ILM SDF

7.1 SPATIAL DEVELOPMENT PRINCIPLES

There are a number of important principles which provide guidance for various spatial initiatives. It is recommended that, the formulation of Imbabazane Spatial Development Framework (SDF) should embrace such principles and use the following as the building blocks for developing a sound Spatial Development Framework for the subject municipality:

- ⇒ Land use integration
- ⇒ Spatial/equitable distribution of development
- ⇒ Fostering development based on local potential
- ⇒ Environmental sustainability
- ⇒ Sense of place and relevance to local situation
- ⇒ Functionality, and-
- ⇒ Promotion of economic development and investment.

7.2 TOWARDS A CONCEPTUAL FRAMEWORK FOR ILM SPATIAL DEVELOPMENT FRAMEWORK

As already stipulated in previous sections of this report, Imbabazane Local Municipality is rural in nature. Like most rural municipalities, it suffered severely from previous planning practices which often neglected areas that were predominantly settled by african people. Thus, the development needs of ILM ranges from lack of basic services, high levels of unemployment, spatial segregation and poor linkages. Previously (even at present), a number of small isolated development initiatives have taken place based on organic growth in areas like eMangweni and Ntabamhlophe. In acknowledging this phenomenon, it is important that the conceptual approach towards the development of a Spatial Development Framework (SDF) for ILM should be devised in line with the need to conserve and maintain primary existing natural resources, also see figure 4 below.

7.2.1 MUNICIPAL DEVELOPMENT VISION

Imbabazane Local Municipality recently reviewed its vision as part of the strategic planning process. The recently adopted municipal development vision commits the municipality to economic development, infrastructure provision and striving for social development, and it reads as follow:

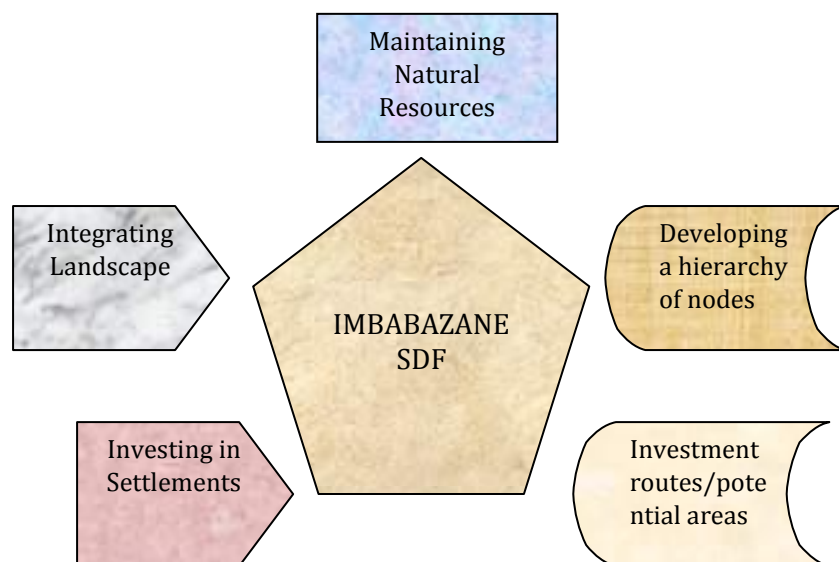
BY 2025, THROUGH PUBLIC PARTICIPATION IMBABAZANE SHALL BE A DEMOCRATIC, SUSTAINABLE, COMPETITIVE INSTITUTION WHICH PROVIDES OPPORTUNITES TO ITS ENTIRE RESIDENT TO GROW AND PROSPER ECONOMICALLY AND SOCIALLY WITHIN A FRAMEWORK OF GOOD GOVERNANCE.

In its quest to turn the above mentioned vision into a reality, the Spatial Development Framework (SDF) will be central to all initiatives. It will assist the municipality to plan accordingly and to ensure that all projects are undertaken in desirable areas – since most projects have a spatial imperative. Given its spatial imperative, the SDF will assist to develop a framework of growth through identification of potential investment areas where available public and private sector funding should be prioritised. This should occur within a framework of acceptable spatial planning principles which inter-alia include but not limited to the following; **sustaianability**: ensuring that projects occur in spatially desirable areas; **efficiency**: this refers to using land in a manner that is beneficial to the municipality and its constituency; **integration**: this refers to ensure projects unfold in a holistic manner in order to avoid ineffective use of municipal scarce resources,etc.

7.2.2 CONCEPTUAL APPROACH

The conceptual approach is made of five key areas of focus, thus being referred to as the 'five point approach'. Each of the key conceptual framework point indicated on Figure 4 is further elaborated upon below:

Figure 4: Conceptual Framework for ILM SDF



Utilising Transport Corridors as Investment Lines: Transportation network generally manifest in various ways, which include roads, air and rail infrastructure. Such infrastructure serves as the basis for determining the structure of an area and creating opportunities for investment. It provides linkages between different areas, and

defines the level of access to social and economic opportunities. It provides a framework for movement and also serves as trade and investment routes or lines of investment. Over and above that, it links the Municipal area with the neighbouring areas and thus integrates the area into its administrative and economic functional region. From this perspective, it is thus important to adopt the existing system of access as a starting point in developing a Spatial Development Framework (SDF) for Imbabazane Local Municipality.

Figure 5: Typical Relationship between Nodes and Corridors

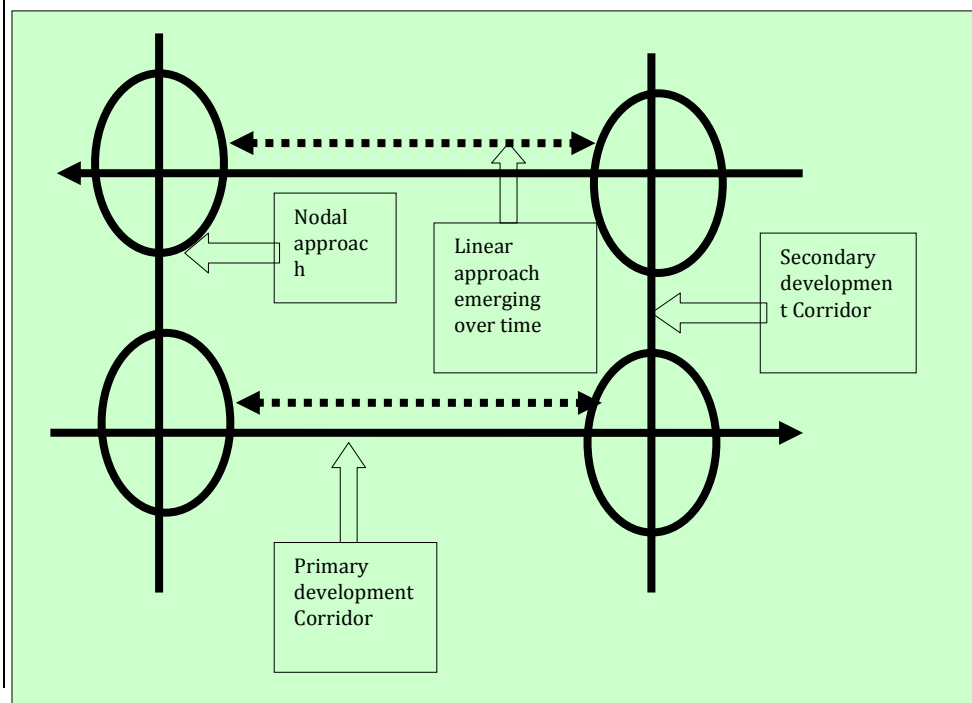


Figure 5 above indicate a typical relationship between the development nodes and corridors. On general terms, corridors link various nodes within a municipality and act as channels of movement. Development occurs based on a nodal pattern, within a certain sphere of influence, and over time this will begin to take a more linear approach thus serving a majority of the population. In view of the spatial settlement pattern within the subject municipality, a similar approach is recommended which overtime will benefit the majority of the population in various spheres based on the nodal influence.

Natural Resource Base as a Primary Investment Asset: Most rural municipalities (even urban municipalities) are confronted with a challenge of the ever increasing development needs which are exerting pressure on natural resources – especially high agricultural potential land. Imbabazane Local Municipality is no exception to this issue. The latter includes environmentally sensitive areas (protected and unprotected), river systems, agricultural potential, vegetation and physical landscape. Due to lack of adequate control planning mechanisms, over a period of time, low-density scattered settlements have developed throughout the municipal area with some located on environmentally sensitive areas, high potential agricultural land, steep slopes, etc.

Thus, a key consideration when developing a Spatial Development Framework should be premised on the need for the creation of a framework for protecting and enhancing the quality of the natural resource base, through identifying key management areas. This is in line with the principle of the NSDP, which seek to ensure protection of natural resource base. The following are critical aspects of this phenomenon:

- ⇒ The environmental uniqueness and character of Imbabazane Municipal area
- ⇒ Identification of functional ecological systems associated with major rivers and other environmentally sensitive areas
- ⇒ Adhering to various environmental development guidelines such as buffers
- ⇒ Acknowledging the impact of topographical features and other aspects of the fixed natural environment, and-
- ⇒ Creating a framework for managing growth and development within the municipal areas, especially productive areas.

Striving for Integration Between Land Use Zones: Within rural municipalities, settlements on traditional authority areas have assumed a low-density approach and are generally not coherent and lack a defined structure. As a result of the betterment

planning approach that was adopted, there is a clear distinction between settlements and areas of agricultural activities. Going further, economically active areas are located in a scattered manner with no clear clustered approach which creates difficulties with respect to accessibility. In other areas, settlements tend to be located and continue to sprawl and encroach onto high agricultural potential land and environmental hazardous areas. Commercial agricultural areas appear to be well served and catered for in terms of development opportunities whilst traditional areas do not enjoy such privileges. This is indicative of the apartheid planning which rendered certain areas economically non-viable.

Imbabazane Local Municipality is thus facing a challenge of improving this situation by promoting spatially integrated development and promoting equitable distribution of public sector investment. This includes the upgrading of transport infrastructure especially in traditional areas, improving service delivery and access to social infrastructure. This implies the importance of investing in areas where there is a greatest need (and in this case the obvious choice is settlements) including economic development potential.

Hierarchy of Centres / Nodes: The Integrated Development Plan was devised in order to address a myriad of issues. Key among

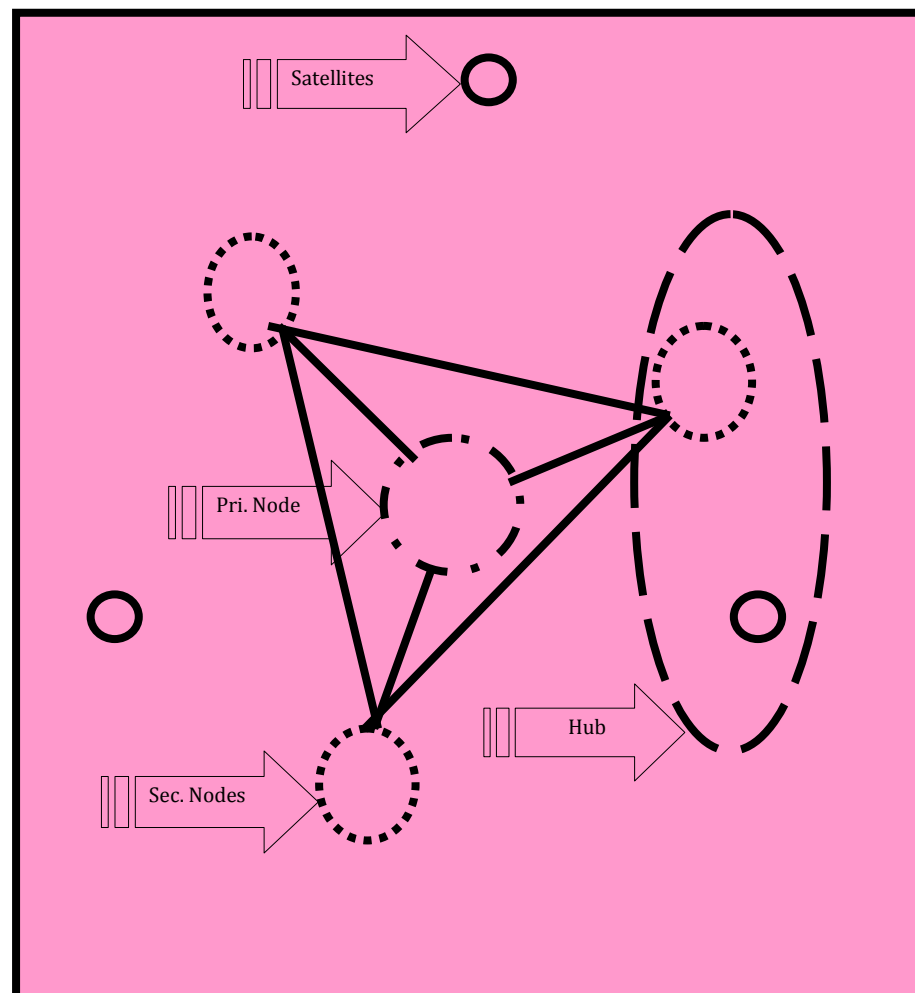
them is the skewed distribution of services and facilities - thus Imbabazane IDP seeks to redress this. In spatial terms, this implies a systematic ordering and location of services and facilities in space in a manner that promotes accessibility and efficiency in service delivery. This is critical for the performance of the municipal area as a whole, and from a land use integration perspective.

A model based on a system of rural service centre is proposed so as to fit within the Provincial Spatial Economic Development Strategy, see figure 6 below. This model is in line with the Draft Provincial Spatial Economic Development Strategy, and has the following as its key components:

- ⇒ Primary node where the location of higher order services and facilities should be favoured
- ⇒ Secondary node where facilities of secondary importance are normally located
- ⇒ Tertiary nodes and settlement webs are used as key investment points for public and private funding resources – it's where facilities of low order are generally located.

The concept is based on the notion that centres should be established based on existing initiatives, but new ones should be promoted in major road intersections, higher density settlements and other strategic positions

Figure 6: Typical Rural Service Model



identified as focal points from which a comprehensive range of services could be rendered, coordinated and distributed to

peripheral rural settlements. Rural service centres act as a pool of human and physical resources from which the inputs necessary for rural development can be distributed efficiently and from which rural people can draw to promote their rural development. It should also be acknowledged that the range and degree of speciality of these services increases from those available in the small settlements to those available in towns.

Table 3: Uses per Node / Centre

Type of Node	Functions	Location criteria	Priority issues
Primary node	<ul style="list-style-type: none"> High order level of services e.g. banks, government offices, major hospitals, magistrate offices, doctors offices, libraries, civic square, recreational facilities, petrol filling station etc. 	Main dominant area. Usually located at the centre of the municipality and is highly accessible.	Within Ntabamhlophe, the priority issue is developing a framework plan proclaiming of Ntabamhlophe as a Town.
Secondary node	<ul style="list-style-type: none"> It consist of low order level of services as compared to primary node, but some uses can be similar e.g. tribal court, clinics, schools, commercial activities etc. 	Areas with a potential to develop through existing initiative either in a form of social facilities and economic activities.	Developing a framework for growth of the secondary node. Ensuring that vacant land suitable for future development is protected through a holding zone process.
Satellite	<ul style="list-style-type: none"> Mobile Service coordination. Information services. Social and support services. 	<ul style="list-style-type: none"> Usually the most accessible location within a particular rural community. 	<ul style="list-style-type: none"> Provision of access to a wider range of services and activities.

Table 3 above provides an indication of the range and level of service available at each level of the hierarchy. It should be noted that the use of resources and powers could lead to the provision of some of the functions needed for an operational service centre.

Acknowledging the Structure of the Existing Settlements: It is a well known fact that most settlements in traditional authority areas occur in the form of low density. Such an approach or system of settlement is highly favoured by local patrons and has to do with cultural issues. However, when viewed from an urban development perspective, this settlement pattern is not sustainable and renders service delivery and development difficult. Correspondingly, when one takes a close examination of this development pattern what normally transpires is that, within each of these settlements there is a great degree of interdependence. Going further, that a great deal of connectivity between them suggests that they function as webs and are functionally integrated. To this end, it is imperative to acknowledge and respect the existing nature of settlement including their historical development.

7.2.3 TOWARDS THE REQUIRED INTERVENTION FOR GROWTH

Upon completion of application of different concepts, theories and structuring devices, the net effect should be a spatial framework consisting of the following:

- ⇒ Investment routes and activity systems by a systemic ordering of linkages
- ⇒ A framework for investment and growth based on different elements of the natural environment. This includes areas with potential future development and areas where development should be discouraged – no development zones
- ⇒ A system of service centres as a means for efficient service delivery
- ⇒ A clear focus on certain dominant nodal points as the basis for spreading development to all corners of the municipality
- ⇒ Acknowledgement of the behaviour of settlement and their importance with regard to provision of services and facilities – settlements as key investment areas, and-
- ⇒ Ensuring integration between various landscapes. This means ensuring alignment with initiatives such as the Land Use Management Systems (LUMS), SCAP and Spatial Development Framework (SDF), etc.

8 IMBABAZANE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

8.1 STRATEGIC APPROACH

The foregoing analysis has clearly articulated that Imbabazane Local Municipality area falls within a rural context. From a development perspective, it consist of dispersed and scatttered settlements which charecterise most South African settlements. This trend emerged out fo the legacy of apartheid planning , whereby certain settlements are well provided with services whilst others have poor or zero level of services. Moving from this disjuncture (unequal distribution of services) it becomes critically important to amass the integrated development framework that will address the imbalances of the past, identify opportunities for development thus fostering the notion of integrated development. On this basis alone, the integrated development framework for Imbabazane should be premised on the following spatial development objectives:

- ⇒ To ensure delivery of equitable services including provision of public facilities and amenities
- ⇒ To strive for a total integrated living environment e.g. social, economic and environment

⇒ To undertake all relevant measures regarding the integration of Imbabazane municipality with the district as well as surrounding municipalities, and-

⇒ To promote and enhance the rich diverse natural environment.

8.2 APPROACH

The process of formulating the Spatial Development Framework should in all intents and purposes be inclusive – this is due to the fact that the SDF is part of the IDP and does not run parallel to the IDP. An inclusive approach enables all stakeholders to view their aspirations and raise fears thus arriving at the common decision point which would serve as the champion for the preparation of the SDF. Over and above this, spatial planning is regarded as one of a number of mechanisms to achieve the desired integration in development. Thus, Imbabazane SDF should amongst other things be characterized by some of the following key elements:

- ⇒ Developing a hierarchy on nodes
- ⇒ Utilize the concept of investment lines (identify primary and secondary development corridors)
- ⇒ Make use of Rural Service Centres as a way of spreading services
- ⇒ Identification of potential development areas (including the type of development envisaged in such areas)

- ⇒ Infrastructure development (settlements should be seen as primary investment or spending areas), and-
- ⇒ Protecting environmental sensitive areas and high potential agricultural land.

8.3 ELEMENTS OF IMBABAZANE SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Rural Service System or Model is generally premised on three spatial components, namely; “Service Hub (in the case of ILM this will be treated as a primary node)”, Service Satellites (secondary nodes)” and Physical and Communication Infrastructure (this being primary and secondary corridors), these act as connection points. Based on this theoretical planning model, it is recommended that the elements of Imbabazane Spatial Development Framework should also be based on the afore-mentioned model and be categorized in the following manner:

8.3.1 PRIMARY DEVELOPMENT NODE

Generally, a Service Hub/Primary Node is located within an area which indicates growth potential and it performs a co-ordinating role amongst a range of service satellites within a certain radius or threshold. The Ntabamhlophe area consist most of the higher order facilities, which include the municipality offices, the

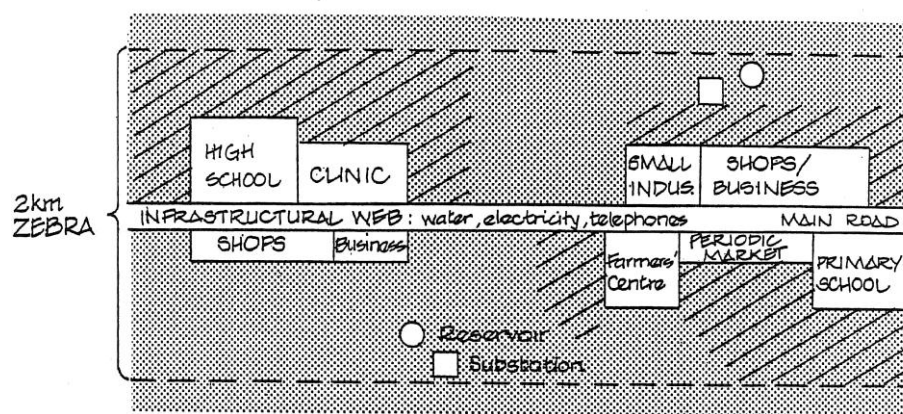
multipurpose centre, the library, etc. From this perspective, it should then be used as a Service Hub/Administrative Centre (See Map 27 of this report). In determining Ntabamhlophe as the main Service Hub/Primary Node, the following criteria was employed:



- ⇒ It’s potential to stimulate economic growth within Imbabazane Local Municipality area
- ⇒ Level of existing public services provided
- ⇒ Availability of land for development
- ⇒ Accessibility and its strategic location
- ⇒ Level of infrastructure available, and-
- ⇒ Linkages with surrounding areas within the ILM.

Figure 7 below graphically depicts the nature and type of services and facilities that are normally associated with an emerging primary node. It further shows how a range of land uses generally manifest on spatial terms. Within Ntabamhlophe area a similar trend is beginning to evolve thus a concerted effort is required to harness it even further and in line with the development objectives of the subject area.

Figure 7: An Example of a Nodal Development

a) Typical mix of activities



Note: ZEBRA = Zero based regulations area
 Residential
 Small scale farming

The development of the primary node within ILM could be based on the above model which seek integration of uses, etc.

8.3.2 SECONDARY DEVELOPMENT NODE

Secondary development nodes are generally the reflection of the development potential in any given area. This means that, they should be located in areas where there is scope for growth and development. Cordially so, for these areas to develop, they require an unequivocal intervention which would harness their potential. Of particular importance is that, they should ensure linkage with

surrounding areas and exploit their local comparative advantages in terms of providing job opportunities and contributing towards local economic development. When one examine Imbabazane Local Municipality, it is clear that eMangweni is the area that resembles some of the essential criteria for the secondary development node (See Map 27 of this report). What seem more encouraging is that, the subject area already serves as the satellite municipality office and is home to a number of important services. It also hosts two key manufacturing industries within the ILM in the form of KwaZulu Shoe and Industrial Braiding both which offer immense employment opportunities for local residents.

8.3.3 TERTIARY DEVELOPMENT NODES

P33-1 which is a road from eMangweni area enroute to Injisithu nature reserve, has a considerable amount of medium to high density settlements running side by side of the said road. Even though, the IDP for ILM has identified eMangweni as a secondary development node, due to high agglomeration of settlements, it would be advisable to establish tertiary development nodes which will provide lower order services and facilities for communities which may find the distance to eMangweni beyond their daily reach. Areas which have a potential to serve as tertiary nodes include Engodini and Enyezane. Both areas consist of a number of

activities such as shops, schools which are currently used as pension pay points.

Further to the above, in view of the distance between the primary development in this case being Ntabamhlophe and settlements in the vicinity of KwaDlamini area, it is also deemed necessary to establish a tertiary node to meet the needs (especially the lower end needs) of the communities residing in the settlements of KwaNdaba, KwaDlamini, Mahlutshini etc, as indicated on Map 27 of this report. The third area with a potential to serve as a satellite, is located at the intersection of P10-1 and the road linking Ntabamhlophe (Draycott area). There are a number of important facilities and services located in the vicinity of this area which should be harnessed to effectively meet the daily requirements of surrounding residents; Map 27 graphically illustrates the proposed tertiary nodes.

8.3.4 TOURISM NODES

The subject municipality borders onto one of the tourist anchor point in the midlands in a form of Drakensberg Mountains. And apart from agriculture and other development initiatives, tourism also plays a pivotal role in the advancement of communities. Thus, it is proposed that areas which demonstrate a potential for development on the tourism side should be identified and used

according to their ability and in this case as tourism nodes. Within Imbabazane Local Municipality, at least two notable areas of significant tourism exist, namely; Giant Castle and Injisuthi nature reserve. The said areas have recently been incorporated within ILM in line with the new demarcation process. Even though the said areas are now within the territory of ILM, they sit on a conservation area which is subject to strict national and international protocol. They offer employment opportunities for surrounding communities of ILM. However, there is scope for development of further tourism nodes with a community focus thus complementing the existing well established tourism spots. And areas which demonstrate such a potential inter-alia include Mahlutshini and Injisuthi (the area outside the nature reserve). Both areas are located along the major routes which lead to key tourism anchor points. In fact, in the Mahlutshini area, the arts and craft centre has been developed with a number of complementary activities. It is intended to benefit from tourists commuting along the road to Giant Castle. Additional tourism commodities can be identified to compliment and enhance this initiative, also for the spatial orientation of the proposed tourism nodes, See Map 27 of this report.

8.3.5 THE N3 NATIONAL CORRIDOR

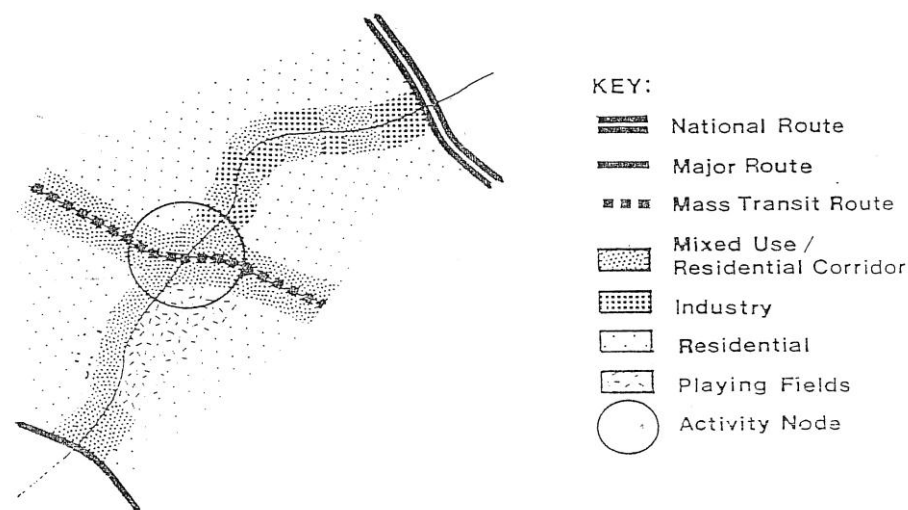
At both national and provincial level, the N3 is identified and recognised as one of the important routes that needs to be harnessed in order to deliver on its development potential. A small portion of the N3 has been incorporated within ILM. It runs in the north-eastern part of ILM. The character of the area where the N3 cut through within ILM is of a moderate agricultural potential -both sides of the N3 are regarded as having a moderate agricultural potential. Also, the bulk of the land ownership in the vicinity of the area where the N3 run has assumed largely a private ownership approach. Going further, the area abutting the N3 is a centre of focus for Land Reform related projects within ILM. The N3 carries high volume of traffic (mainly travelling between Durban and Johannesburg).

From a Provincial, Regional, District and Local level, the N3 presents an opportunity for ILM to be integrated with National and Provincial initiatives. Furthermore, the N3 is also utilised by the tourist who frequently commute to KwaZulu Natal's major tourist destination areas such as the Drakensberg (which is close to ILM) and Durban, etc. The type and nature of development which ILM should advocate along the N3 corridor should assume the following characteristics:

- ⇒ Facilitate strong functional linkages between the N3 and development initiatives within ILM. This may mean advocating for an intersection on the section of the N3 (the portion within ILM) which will provide direct access to ILM.
- ⇒ Upon approval of the N3 intersection, facilitate the establishment of a mixed land use activity nodes at the intersection of the N3. Activities which may be purported along this area may include but not limited to light industry (taking into consideration the bulk arable land available in ILM), commercial facilities, mixed residential, warehousing, etc. Also see figure 8 of this report.
- ⇒ Also, equally important is the need to preserve and protect arable land abutting the N3 corridor while also capturing the energy that is created by commuters moving along the said route.

While development is important, it should also occur within an acceptable framework. This may include compliance with the policies and regulations introduced by the South African National Roads Agency (SANRAL), etc.

Figure 8: An Example of a Typical Corridor



The small section of the N3 within ILM could assume the same development approach as indicated in figure 8 above.

8.3.6 PRIMARY DEVELOPMENT CORRIDORS

History has shown that, the system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. Within ILM, the road linking eMamgwani and Escort (P10-1) serve as trade distributor route (it distributes and collect traffic from the national

route-N3 north development corridor) hence it is identified as one of the key primary investment corridors (Refer to Map 27). To further strengthen the importance of this road, it also serves as a link road with adjoining municipalities on the north-western (Ukhahlamba) and north-eastern (Umtshezi) part of Imbabazane Local Municipality. The other important route is P29, which is also identified as a primary development corridor. This road links the ILM with the town of Escort. Also along this route, it is where the primary development node in a form of Ntabamhlophe is identified (Refer to Map 27). The location of this node emphasizes the economic importance of this road more especially its ability to facilitate service delivery in surrounding traditional areas. The third primary corridor is the road linking Ntabamhlophe and Mahlutshini (P379). This road engraves through dense settlements of KwaNdaba and Dlamini which are characterised by few economic development initiatives and its development as the primary corridor will open up multitude of economic and social opportunities. Any proposed development along the identified primary corridors shall have a positive economic and social impact to local communities, making use of nodes as focal points with an viewpoint that in future a more linear approach will surface. This is in line with the NSDP principles of ensuring that development has

positive outcomes on the local residents thus addressing social inequalities.

8.3.7 SECONDARY DEVELOPMENT CORRIDORS

Secondary corridors are premised on the notion that, they link the primary centre to the secondary centres. Thus within Imbabazane Local Municipality the following is critical:

- ⇒ The road from Ntabamhlophe to Emangweni. This road should strengthen the relationship between two nodes thus opening opportunities for various economic initiatives. This road needs to be rehabilitated since it is not in good condition.
- ⇒ The road from the southern portion of ILM P28-1 linking with the Hlathikhulu area. This road is in good condition and should be used as a secondary development corridor to facilitate service provision to surrounding communities in the Mkhize area. This road is also utilised by the tourist visiting Giant Castle
- ⇒ The road off P29 running through Sobabili area and linking back with P29 again, and-
- ⇒ The road from Ntabamhlophe Lodge linking with Dlamini area should be identified as a secondary development corridor. This is due to a few scattered settlements located along this road.

In as far as possible, secondary development corridors should facilitate and strengthen relationship between primary and secondary centres. In time, this will assist to develop necessary threshold support and intensity for a range of proposed development initiatives.

8.3.8 TERTIARY DEVELOPMENT CORRIDORS

Tertiary development corridors generally operate at a localised or small scale. Normally, they should facilitate linkages between settlements and serve as strategic areas for the location of public facilities. They are also frequently used by agencies offering services on mobile bases – and they assist to facilitate movements from one settlement to the other.

8.3.9 RURAL SETTLEMENTS AS PRIMARY INVESTMENT AREAS

Rural settlements are the most deprived in terms of provision of services and facilities. Thus a systematic approach is desirable when provision of services is made to such areas. Investment in rural settlements should be classified according to density and location as a means to facilitate service delivery. History and experience has proved that, strategically located higher density settlements are much cheaper and easier to service with piped water, roads and grid electricity compared to the dispersed and low density settlements. Furthermore, they provide sufficient thresholds to

support public facilities within a short radius. To this end, they do not generate enormous amount of travelling. Rural housing projects can also be used as a means to promote development in these areas.

8.3.10 PROTECTION OF ARABLE LAND

Within Imbabazane Local Municipality area, at most, three main categories of agricultural land have been identified, and they *inter-alia* include the following:

- ⇒ **High potential agricultural land:** Any form of land use that does not promote agricultural development or may have negative effect on the productivity of this land should be discouraged in these areas, See Map 27.
- ⇒ **Medium potential agricultural land:** Within this area as well, it is proposed that any form of development which will have huge impact on the agricultural resources should be discouraged at all levels, See Map 27.
- ⇒ **Low agricultural potential land:** Within this area, any proposed development should be assessed, based on the impact it will have on vulnerable and limited agricultural land, See Map 27. Should it have a high impact on the limited productive land, it is proposed that, such development shall not be allowed.

8.3.11 ENHANCING LINKAGES

Imbabazane Local Municipality is largely dominated by undulating topography and rolling hills which renders linkages and accessibility of certain areas difficult. Some of the key areas within ILM such as Ntabamhlophe and eMangweni are alienated from each other and operate as systems in their own right instead of integration. What further compounds this issue, is the fact that, the existing link between Ntabamhlophe and eMangweni is in poor condition and requires massive improvement – and this is further entrenching the notion of poor linkages. Strengthening the linkages between Ntabamhlophe and eMangweni should be one of the top priorities within ILM. Proper linkages between the two areas will improve efficiency and reduce the leakage of income into the town of Escort. Also the road from Ntabamhlophe running through KwaNdaba and Dlamini should receive necessary attention and be upgraded (especially the gravel portion of it). This should be done taking due cognisance of its envisaged role as the primary development corridor. The same applies to the gravel portion of the road that runs through Sobabili area linking with P29. Proposed link roads that need to be enhanced are indicated on Map 27 of this report.

8.3.12 CONSERVING NATURAL RESOURCES (ENVIRONMENTAL MANAGEMENT)

In any given area, natural resources are treated with due care since they are seen as primary assets. They normally range from heritage resources, eco-tourism sites and agricultural land. These areas are identified as primary assets and the source of pride for the Municipality since they define the competitive edge of the municipality in economic terms and facilitate integration into other spheres of the economy. On this premise, it is highly advisable that, the river systems, valley lines, nature reserves, wetlands and arable agricultural land should as far as possible be protected and kept as investment opportunities, See Map 27 of this report. In areas where development has already occurred, management overlays shall be developed and communities be educated on the need to protect environmental sensitive areas.

8.3.13 FOSTERING NEW LINKAGES

Linkages within the ILM especially between the north, central, east and western part are poorly developed to non-existent. In dealing with this scenario, a proposed link is made which comes off P33-1 and link with the road from Ntabamhlophe to Emangweni (See Map 27). The proposed route will reduce travelling time between Ntabamhlophe and eMangweni and will further open economic and social opportunities for surrounding local communities. It will

transform the current situation engulfed by poor linkages between north, east and western part of the ILM.

The importance of creating linkages between various areas within the municipality cannot be emphasized. Roads are channels through which goods, service and people move, they also facilitate economic and social development in various areas. To this end, the subject municipality is highly encouraged to develop strong linkages in various areas thus opening economic opportunities which hitherto did not exist.

8.3.14 AGRI-TOURISM CORRIDOR IN LINE WITH SCAP

The Special Case Area Plan (SCAP) was designed in order to ensure protection of natural resources and proper integration of land uses located within the immediate boundary of the Ukhahlamba Drakensberg Park. Thus it is of great importance for ILM to foster development that will not have adverse impact on the foothills of UDP. In recognising this phenomenon, a need for the introduction of an agri-tourism corridor that will act as interface and ensure proper integration of landscape between the ILM and UDP is identified. Agri-tourism is fast becoming a common phenomenon which has the potential to be explored within the ILM. The community can be encouraged to produce or engage in agricultural commodities with a strong tourism impetus. Map 27 of this report

graphically indicates areas which can be utilised for agri-tourism. Through this approach the community will continue practising agriculture whilst protecting and conserving natural resources and striving for efficient landscape integration.

8.3.15 KEY ECONOMIC ACTIVITY POINTS

During the fieldwork that was undertaken as part of this research process, it became evident that, ILM constitute a number of key economic activities. Some of the economic activities found within ILM include but not limited to light industries, tourism resources, mixed uses and general dealer shops, etc. In terms of their spatial distribution, they are evenly spread throughout the municipality area. Going further, their geographic impact varies significantly, with others serving a small threshold with a particular radius whilst others serve a much wider threshold. Map 27 of this report graphically illustrates the spatial distribution of these key economic points. Their development needs ranges from lack of access to information and networking opportunities to enhance their businesses to poor linkages and provision of necessary economic infrastructure. Even though some of the businesses lack proper

resources, historically, they have played and continue to be a major feature in the economic and social advancement of local communities within ILM.

8.3.16 STRENGTHENING SUPPORT TO LAND REFORM BENEFICIARIES

When the Land Reform Programme was instigated, it was seen as one of the key programmes that will bring about visible social and economic change. And its been over ten years since it came into being and while there has been some level of successes, there is still great concern about its overall impact. Thus, the successful implementation of Land Reform Projects is essential as it has the ability to contribute towards social and economic development of communities. Historically, within the South African context, Land Reform has not been incorporated into the municipal wide planning. There has been a wide cry from all sectors of the society especially those involved in Land Reform for a more co-ordinated and holistic approach to implementing Land Reform Programme. Municipalities have recently begun incorporating Land Reform Projects in their Spatial Development Frameworks and associated plans. In Imbabazane Local Municipality, there are a number of Land Reform projects that have been identified. These projects will have enormous impact on the provision of services and integration

with other municipal wide development initiatives hence their spatial profile is essential. Map 27 of this report graphically illustrate the Land Reform Project which have formed more of a central corridor, running in the central part of the ILM, and forming the north-eastern boundary of the ILM. The ILM should as far as possible use Land Reform Projects to deal with the issues of housing development, economic and social upliftment of its inhabitants and expanding the notion of service delivery. In doing this, proper co-ordination and support from various state organs, private sector organisations including NGO's will be essential. So in essence, the success of Land Reform calls for establishment and strengthening of partnerships amongst various stakeholders.

8.3.17 AREAS WITH A POTENTIAL FOR FUTURE DEVELOPMENT AND GROWTH

Also, depicted on Map 27 of this report are tracts and parcels of strategically located vacant land which presents development opportunities with ILM. The location of these land parcels is such that, it allows for the development of a range of initiatives, ranging from housing development, establishment of mixed use facilities and light industrial activities. In line with the objectives of the NSDP, it would be advisable for ILM to concentrate and give more effort in developing areas located along primary investment routes.

This will not only assist capture threshold support generated by commuters along these routes but will also encourage compaction and generate economic opportunities for local residents.

8.3.18 RESTRUCTURING OF PRIMARY AND SECONDARY NODES

Ntabamhlophe has been identified as the primary node whilst eMangweni is seen as playing a secondary primary role. Given the potential both areas poses, the Imbabazane Local Economic Development (LED) Strategy identified a need for formalisation of these areas which will unpack economic and social development opportunities. In giving effect to the objectives of the ILM LED, it is essential to develop a conceptual framework for both areas. The conceptual framework will give spatial strategic direction and begin to indicate where desirable future land uses can be located in both areas. **Annexure A** and **B** of this report, respectively provide a conceptual framework which should be further enhanced through preparation of a detailed precinct plans for both areas. The fundamental principles underpinning the conceptual framework are as follow:

- ⇒ Ensuring integration of land uses
- ⇒ Striving for land use compatibility
- ⇒ Increasing spatial efficiency

- ⇒ Creating economic opportunities for emerging entrepreneurs
- ⇒ Ensuring accessibility
- ⇒ Building more compact urban character based on existing built form and structure
- ⇒ Protecting natural resources, and-
- ⇒ Developing a hierarchy of road movement pattern etc.

The conceptual frameworks are merely an indication of what may be achieved in the long-term. They make provision for a whole range of land uses ranging from government and institutions, commercial, mixed use, light industrial to residential development. Furthermore, some of the vacant patches of developable land should as indicated on the conceptual framework plans be set aside and be referred to as holding zones until specific uses are identified. For more information, refer to Annexure A and B respectively.

Worth Noting: it is recommended that the formalisation of both Ntabamhlophe and eMangweni be undertaken with immediate effect. This will allow for the development of proper land use schemes to manage future development.

8.3.19 LAND USE MANAGEMENT FRAMEWORK (LUMF)

The Land Use Management Framework (LUMF) is designed in order to nullify the gap between the Spatial Development Framework (SDF) and in-depth details which form the requirements for the formulation of a Land Use Management Systems (LUMS). LUMF seeks to provide a first step of land uses zones or proposal in different localities. LUMF also takes into cognizance the importance of unraveling economic opportunities which within the rural context will steadily improve the social well being of local inhabitants. This is done through setting aside land parcels which could be utilized for various economic initiatives. Upon completion of the Land Use Management Framework (LUMF), the process of developing detailed land use schemes with varying levels of intensity coupled with necessary development controls will manifest.

The Imbabazane Land Use Management Scheme (ILUMS) would be premised on the following:

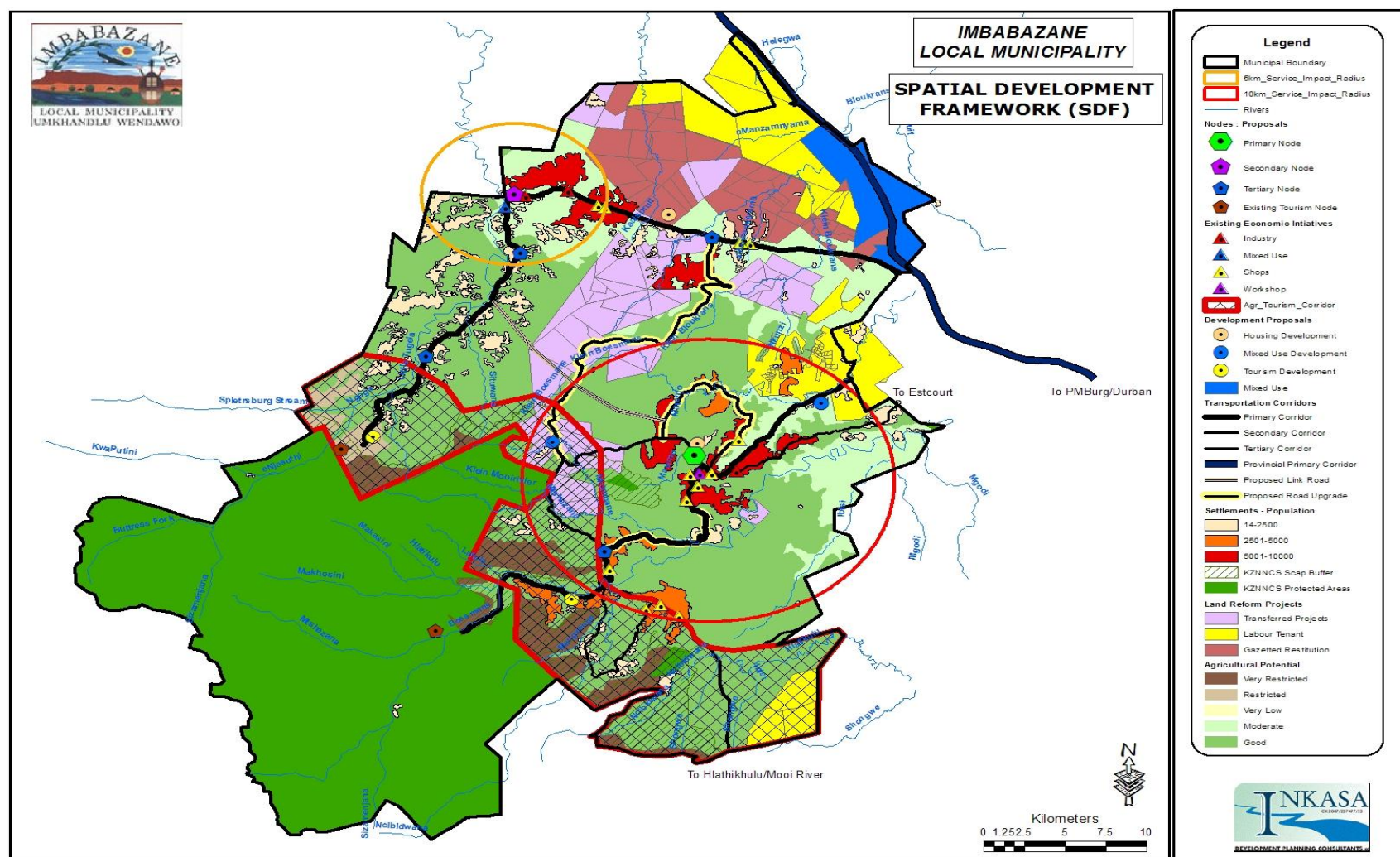
- ⇒ A rural scheme for rural areas
- ⇒ Primary schemes for the nodal areas e.g. Ntabamhlophe, eMangweni, etc.
- ⇒ Elementary schemes for densely populated settlements, e.g. Zwelisha, etc, and-

- ⇒ Environmental Management Overlay –meant to be a tool to integrate environment management into the administration of the scheme. Over and above this, the overlay will identify and introduce controls that apply specifically to the environmentally sensitive areas.

At most, the scheme shall make provision for four types of development rights, which *inter-alia* include the following:

- ⇒ **Freely permitted:** This category focuses on land uses which find common interest in space thus being regarded as compatible with the surrounding land uses and which may be permitted by the municipality
- ⇒ **Development Permit:** This category includes compatible and/or ancillary uses considered to be low impact uses that require limited procedural mechanisms for consideration. The procedure usually involves obtaining written consent from the neighbours and or community consent.
- ⇒ **Special Consent Use Permit:** This category of the scheme will be dominated by ancillary uses that might have a more disturbing impact and thus may require special conditions to protect the amenity of the area and or mitigate the impact of the proposed use.
- ⇒ **Prohibited Uses:** This involves uses which do not find common space thus being considered to be incompatible with the surrounding land uses, and which a municipality is precluded from considering.

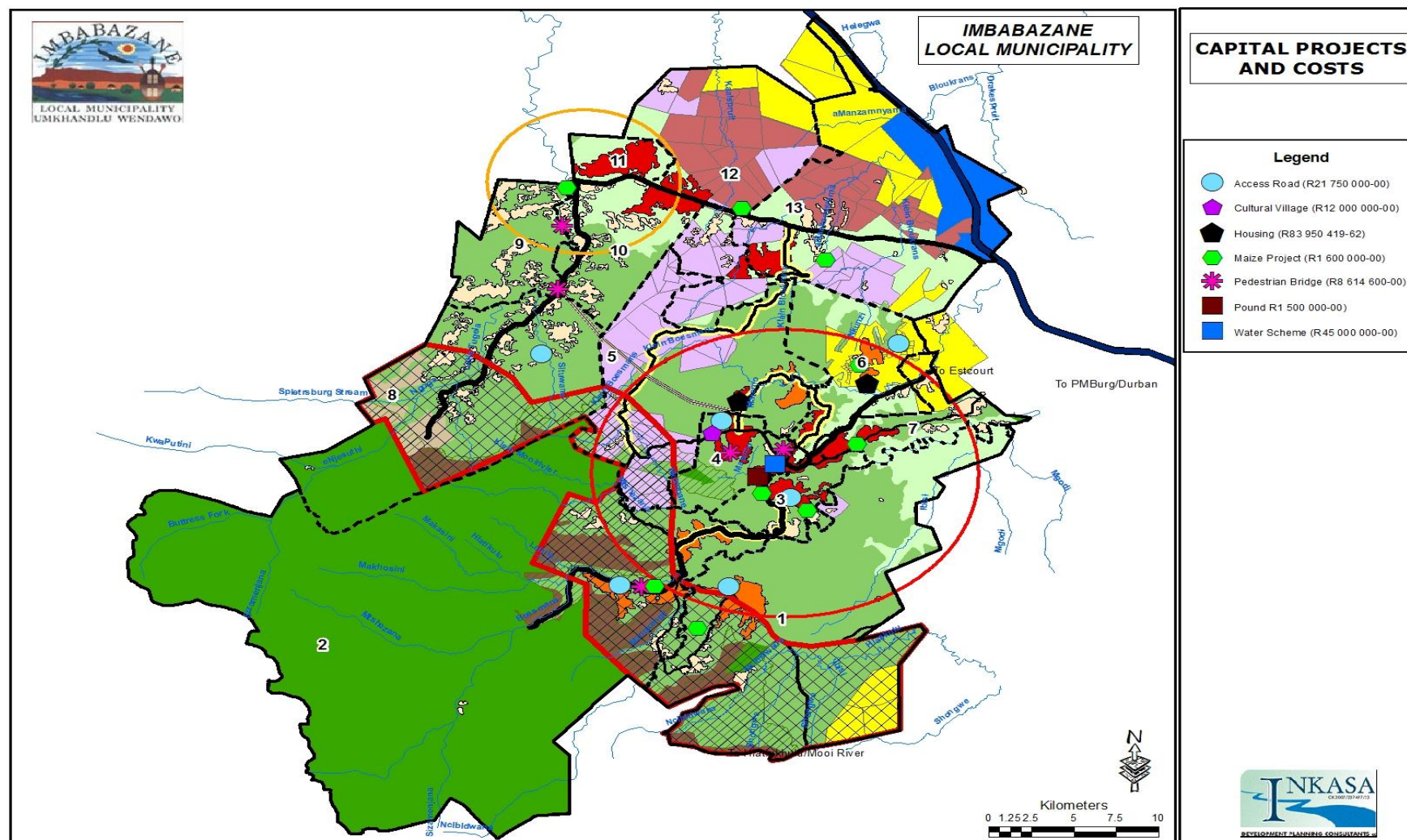
MAP 27: IMBABAZANE SPATIAL DEVELOPMENT FRAMEWORK (SDF)



8.4 CAPITAL INVESTMENT FRAMEWORK

The Integrated Development Plan has varying interpretations. Others view it as a strategic document which provides the direction in which the municipality intends pursuing while others see it as merely a business plan for the municipality – depicting issues the municipality is facing and how such issues will be addressed and by whom. From this perspective, the Imbabazane IDP has set itself short, medium and long-term development goals which are articulated in its 2012 / 2013 IDP Review. Part of the development goals initiated by ILM is an indication of the major capital projects which are either completed, planned, on going or are about to start. Map 28 of this report clearly indicates where the public sector investment is channelled within Imbabazane Local Municipality. This is commonly referred to as the ‘Capital Investment Framework’ since it depicts how the available capital resources are being utilised (or have been utilised) within ILM. And as observation can be made on the said map, the bulk of the capital projects are geared towards infrastructure development. The projects include provision and upgrading of infrastructure i.e. access roads, a water scheme, housing development and pedestrian bridges. Furthermore, there is provision for local economic development initiatives in a form of a maize project which its implementation has adopted a scattered approach – meaning the planting of maize has been done almost across the municipal area. There are also projects which are on the pipe line in both the primary and secondary nodes. For the primary node, a shopping centre project is being mooted, the museum and the cultural village. For the secondary node of eMangweni, a study for the shopping precinct is also on the pipe line including the library. The planned projects on the said nodes further emphasises the importance of both Ntabamhlophe and eMangweni as areas of provision and co-ordination of activities including provision of facilities and infrastructure within Imbabazane Local Municipality.

MAP 28: CAPITAL INVESTMENT FRAMEWORK



9 RECOMMENDATIONS

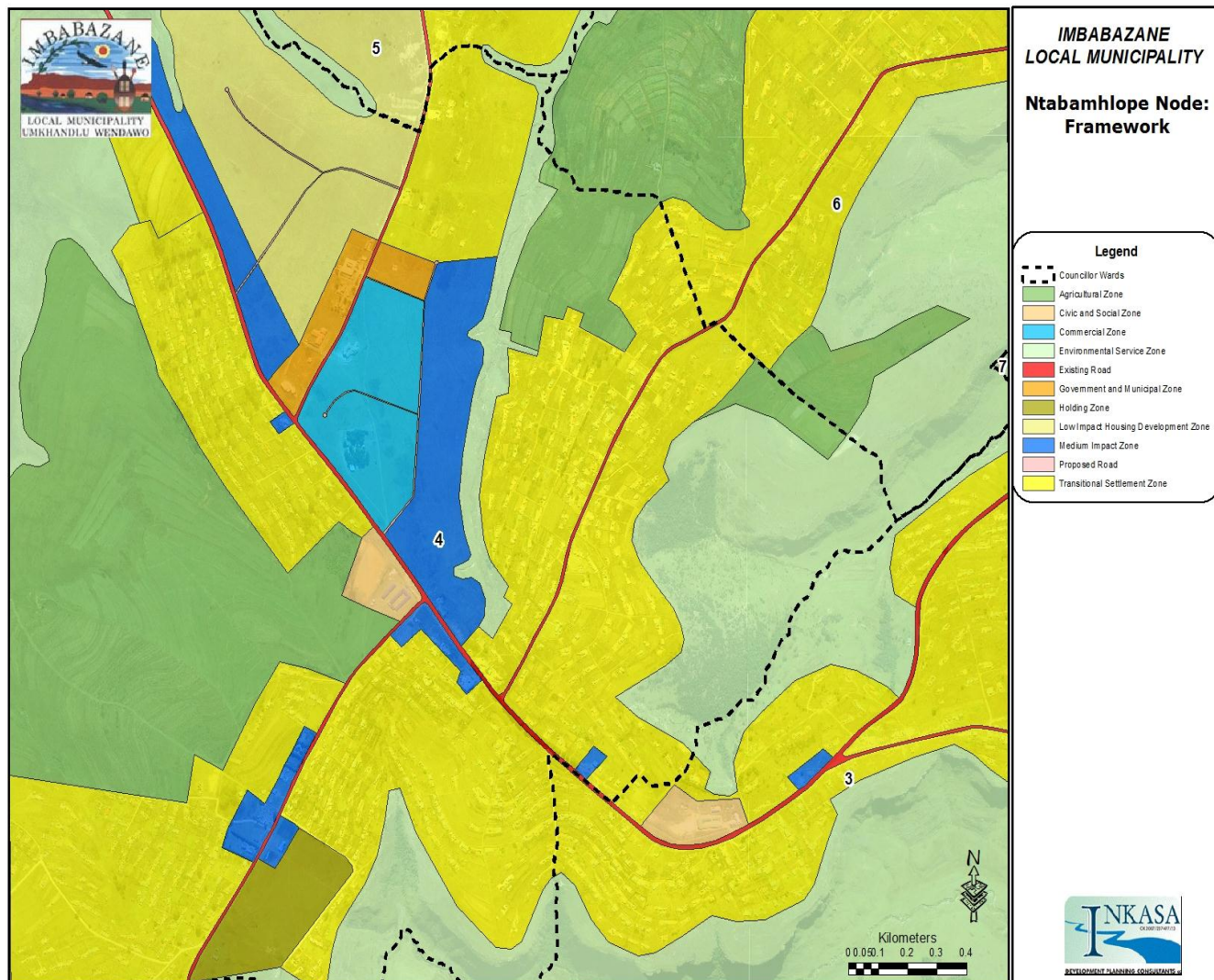
From the foregoing, the following recommendations regarding the Spatial Development Framework (SDF) for Imbabazane Local Municipality are made:

- ⇒ That the rural service model be used as a mechanism or a tool to decentralise development to various areas within the subject municipality
- ⇒ That Ntabamhlophe as a primary node and eMangweni as the secondary node shall both be formalised into a properly functioning urban entities hence the municipality can generate some revenue through rates. In the vicinity of these areas, high order services and facilities shall be provided, based on the local need and demand.
- ⇒ That both Mahlutshini and Injisithi be regarded as tourism development nodes. Any future development in these areas shall focus on tourism related activities with a strong community focus
- ⇒ That the traditional settlements are the most deprived and underdeveloped areas, and in line with the principles of NSDP they should be prioritised for development and provision of necessary facilities thus redressing social and spatial inequalities. Any future development within the traditional settlements should adhere to environmental guidelines so as to strike the balance between meeting community development needs and environmental concerns
- ⇒ In line with the principles of the Draft Provincial Spatial Economic Development Strategy (PSEDS), which encourages increasing competitiveness, linkages between various nodes shall be encouraged as indicated on the SDF. This will facilitate and enhance ease of movement between various nodes thus unleashing economic potential of various areas
- ⇒ Areas such as Draycott, Engodini, Enyezane and KwaDlamini are declared as Tertiary nodes due to concentration of settlements hence their ability to bring services closer to communities. And in line with the NSDP which encourages investment in localities of high opportunities, more emphasise should be put in these areas
- ⇒ Facilitate strong functional linkages with the N3. This may necessitate engaging in a dialogue with relevant structures regarding the opening of an intersection which will provide direct access to ILM from the N3
- ⇒ Natural environmental features and prime agricultural land shall be protected and conserved at all time
- ⇒ That the extent of each node needs to be determined in collaboration with the local communities and other relevant stakeholders. This also calls for the formulation of a framework plan for the development of each node, which will guide future development
- ⇒ That P379 is converted from being a secondary corridor into a primary development corridor due to settlements abutting the latter. Also that, the grave portion of P379 is upgraded into an efficient functioning transport route in line with its new mandate (primary development corridor)

- ⇒ That the primary focus should be on developing Ntabamhlophe as the primary centre and subsequent to that, more attention should be given to secondary nodes. Ntabamhlophe should be concretised into a major and industrial centre within Imbabazane Local Municipality. It should be a hub of commercial activities developed with a multitude of chain stores. For this to happen, massive and substantial investment in commercial and industrial sector should be encouraged. This includes provision of necessary bulk infrastructure, etc. Going further, the commercial and industrial development should be complimented with tourism development which offers huge opportunities due to the strategic location of the municipality – located in close proximity to Ukhahlamba World Heritage Site (UWHS). However, this does not mean traditional settlements should be overlooked
- ⇒ That the framework plans for both Ntabamhlophe and Emangweni be developed to provide strategic future development and growth subsequent to their formalisation. Subsequent to this process, more detailed precinct plans shall be developed for each node
- ⇒ Also it is reported that, areas that were previously managed by the DMA have been incorporated into some of the local government structures. In order to ensure effective management, it is deemed necessary to establish a joint management structure between ILM and KZN Ezemvelo Wildlife so as to protect international status and natural habitat of the affected areas

- ⇒ There is also a need for the municipality to undertake a detailed land audit as part of the implementation of the Municipal Property Rates Act

ANNEXURE A: NTABAMHLOPHE NODAL FRAMEWORK PLAN



ANNEXURE B: EMANAGWENI NODAL FRAMEWORK PLAN

Sector involvement

The involvement of sector departments to our IDP is still a challenge and their participation is still limited. It is worth mentioning that their participation is very much inconsistent. The sector departments involvement has been earmarked to take place on our IDP Representative Forum But their attendance in these meetings have been very much disappointing. The municipality has now adopted a strategy to meet them on one on one basis.

DEPARTMENT OF LOCAL GOVERNMENT AND TRADITIONAL AFFAIRS

VISION OF THE DEPARTMENT

The vision of the Department has been set as:

***“PEOPLE CENTRED SUSTAINABLE LOCAL GOVERNANCE,
WHICH FOCUSES ON EFFECTIVE SERVICE DELIVERY
RESPONSIVE TO THE NEEDS OF THE COMMUNITIES”***

MISSION OF THE DEPARTMENT

The mission set for the Department is:

The department will promote ***PEOPLE-CENTRED,
ACCOUNTABLE AND VIABLE LOCAL GOVERNANCE THAT
ACCELERATES SERVICE DELIVERY AND ENSURES
SUSTAINABLE COMMUNITIES.***

STRATEGIC GOALS OF THE DEPARTMENT

The Strategic goals of the department are as follows:-

- Refocusing local government towards accelerated basic service delivery.
- People focussed, effective and efficient institutions
- Building confidence of community in the system of local government.
- Align institution of traditional leadership within local governance
- Alignment of integrated development plans (IDP) and the provincial growth and development strategies (PGDS)

VALUES OF THE DEPARTMENT

The core values that this Department espouses are:

- Transparency, integrity, professionalism, objectivity;
- A high standard of fiscal discipline and accountability;
- Value for money;
- Open communication and consultation;
- Respect for staff and investment in them as a valued asset;
- Recognition of performance excellence; and
- Service excellence through teamwork, sound planning and committed implementation.

Urban and Rural Development

Project name	Project type	Estimated costs	wARDS
Mhlungwini TAC	Renovation	R 450 000	ward 4
KwaDlamini TAC	Renovation	R 450 000	ward 2

Table 3: Strategic Goals and Objectives of Chief Directorate: Development Planning

DEPARTMENT OF SOCIAL DEVELOPMENT

VISION

TO ENHANCE SOCIAL WELL BEING OF ALL PEOPLE IN KZN, SUPPORTED BY QUALITY DEVELOPMENT AND SOCIAL WELFARE SERVICES

MISSION

THIS DEPARTMENT IS COMMITTED TO THE PROVISION AND PROMOTION OF TRANSFORMED, INTEGRATED, PEOPLE CENTRED, DEVELOPMENT SOCIAL WELFARE SERVICES TO ALL PEOPLE IN KZN, IN ORDER TO MAXIMISE THEIR QUALITY OF LIFE AND SOCIAL WELL BEING IN PARTNERSHIP WITH ALL STAKEHOLDERS

SOCIAL DEVELOPMENT PROJECTS FUNDED UNDER IMBABAZANE LOCAL MUNICIPALITY

Local Municipality	Service office	Name of the project	Nature of the projects	No of beneficiaries	No of jobs	Budget
Imbabazane	Estcourt	Bhekuzulu self sufficient	HIV and AIDS support services	25 households	7	355673
Imbabazane	Estcourt	Sizakahle Projects	Sustainable livelihood	11 beneficiaries		350 000-00
Imbabazane	Estcourt	Qalokuhle Club	Elderly People	58 beneficiaries		66000
Imbabazane	Estcourt	Bhekuzulu	Sustainable livelihood	100 OVCs		557000
Imbabazane	Estcourt	Phaphamani	Youth development	25 beneficiaries		100000
Imbabazane	Estcourt	Tholimpilo youth	HIV and AIDS support services	29 OVCS 14 child headed families 7 households		404000

Table 4: Social Development - Funded Projects in ILM

DEPARTMENT OF HEALTH

No.	Project Name	Description	Budget
1	Ncibidwane Clinic	Upgrade of clinic and new staff housing	6382050
2	Injasuthi Clinic	Upgrade existing septic tank and install a Lilliput	200000
3	Kwandaba Clinic	Establishment of a new clinic	450000

Table 5: Department of Health - Funded Projects in ILM

DEPARTMENT OF TRANSPORT

Project name	Route Name	Duration	Budget	Ward
D1240 causeway	Emahendeni-KwaMkhize	5 months	R 4 000 000-00	WARD 1
Ebhoshi 1 & 2 Pedestrian Bridges	Mabaso	2 months	R 3 000 000-00	WARD 5
Regravelling L 471	Ndaba	3 months	R 1 500 000-00	WARD 3
Regravelling D 1244	Mkhize	4 months	R 510 000-00	WARD 1
Regravelling D 1244	M abaso	1 month	R 1 890 000-00	WARD 3
	KZ 236	2 moths	R 682 500-00	
Road marking Various	KZ 236	3 months	R 000 000-00	
Bridge handrail repairs	KZ 236	3 months	R 0000-00	
Total Cost of Projects			R 11 582 500	

Table 6: Department of Public Works - Funded Projects in ILM

DEPARTMENT OF AGRICULTURE

Project Name	Budget	Wards /Areas
Yellow Maize Project(500 ha)	R 1 300 000-00	All wards
Machanisation (Maize 289ha and Beans 192ha)	R 1 400 000-00	All wards
Liming and soil fertility(168 ha)	R 2 2 00 000-00	All wards
Amathamo irrigation Scheme (50ha)	R 1 500 000-00	WARD 6

Table 7: Department of Agriculture - Funded Projects in ILM

ESKOM

VISION

Together bringing the powerbase for sustainable growth and development

STRATEGIC OBJECTIVES

- Capacity expansion
- Funding and financial resourcing
- Quality and continuity of supply

Municipal Code	Project Name	Project cost	Total project connections
KZ 236 Imbabazane	Cathkin NB 20 Mandabeni phase 2	15,138,887-00	800
KZ 236 Imbabazane	Mandabeni Phase 3 & 4	26 775 181-00	1500

Table 8: ESKOM - Funded Projects in ILM

UTHUKELA DISTRICT MUNICIPALITY

Project Name	Project MOA	Previous Expenditure	2011/12	2012/13	2013/14	2014/15	2015/16	Balance
Amangwe / Loskop	44 974 818			40 658 920.00				
Ntabamhlophe water supply Phase 1	20 538 153.66			20 357 521.35				
Emanjokweni Augmented water scheme	4 000 000.00							
Tatane/ Mqedandaba SAN	2 490 000.00			1 851 656.00				
Zwelisha Mbabazane SAN	2 614 730.00			1 635 024.73				
Myezane SAN	3 644 079.00			2 040 520.21				
Enkomokazini SAN	5 652 034.00			5 479 324.00				
Kwaval SAN PH 2	8 125 439.00			682 614.00				
Kwamkhize SAN	2 032 508.00			1 805 490.00				
Emakhutshini SAN	6 782 892.00			109 350.00				
Kwadlamini SAN	2 330 392.00			2 053 722.00				
Edashi SAN	6 968 721.00			111 650.00				
Silimangamehlo/ Emadolobheni San	8 400 000.00							
Ephangweni ward 12			19 834 592-00					

Table 9: Uthukela District Municipality - Funded Projects in ILM



IMPLEMENTATION PLAN

This section explains the framework of the institutional structures that the Municipality uses to implement its strategies with the application of appropriate resources.

COUNCIL

This is the highest decision making body of the institution. It consists of 25 Councillors, with 13 ward Councillors and 12 party representatives. The chairperson of the council is the speaker. There are four portfolio committees, namely Corporate Services, Planning /LED/Technical Services, Community Services and Finance and Budget.

EXECUTIVE COMMITTEE

The Executive Committee charged with the responsibility of providing strategic direction of the entity, directly ensuring that strategic objectives as set out on the IDP are met. The Executive Committee is made up of five Councillors. The chairperson of the Executive Committee is the Mayor.

ADMINISTRATION

The top structure comprises of four heads of Departments, Namely: Director Financial Services, Director Corporate Services, Director Community Services and Director Planning and Technical Services. The Municipal Manager is the accounting officer. The Structure is informed by Powers and Functions and Geared towards the implementation of the IDP and the Budget.



The figure below reflects the structure for the Office of the Municipal Manager Section:

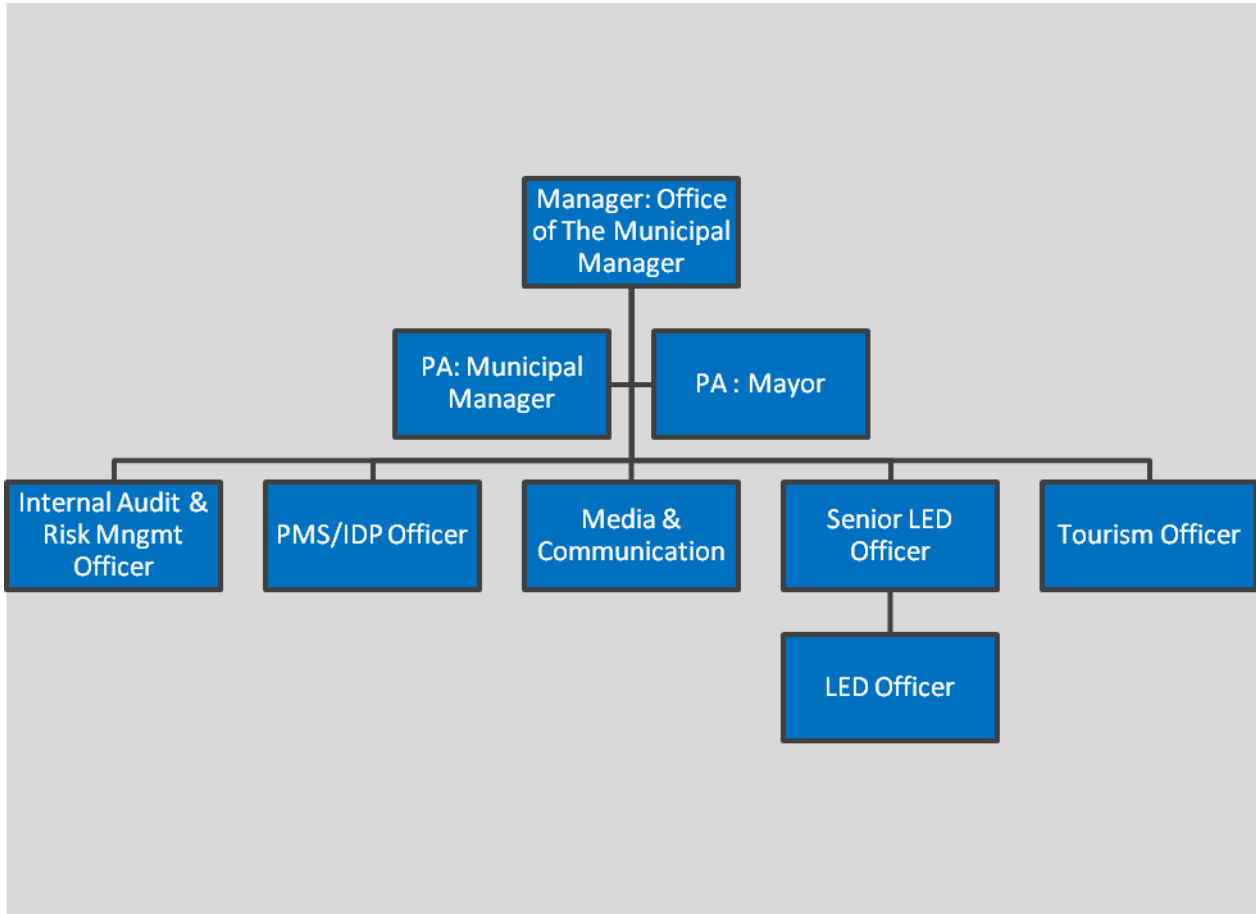


Figure 13: Organogram - Office of the Municipal Manager



The figure below reflects the structure for the Technical and Planning Services Section:

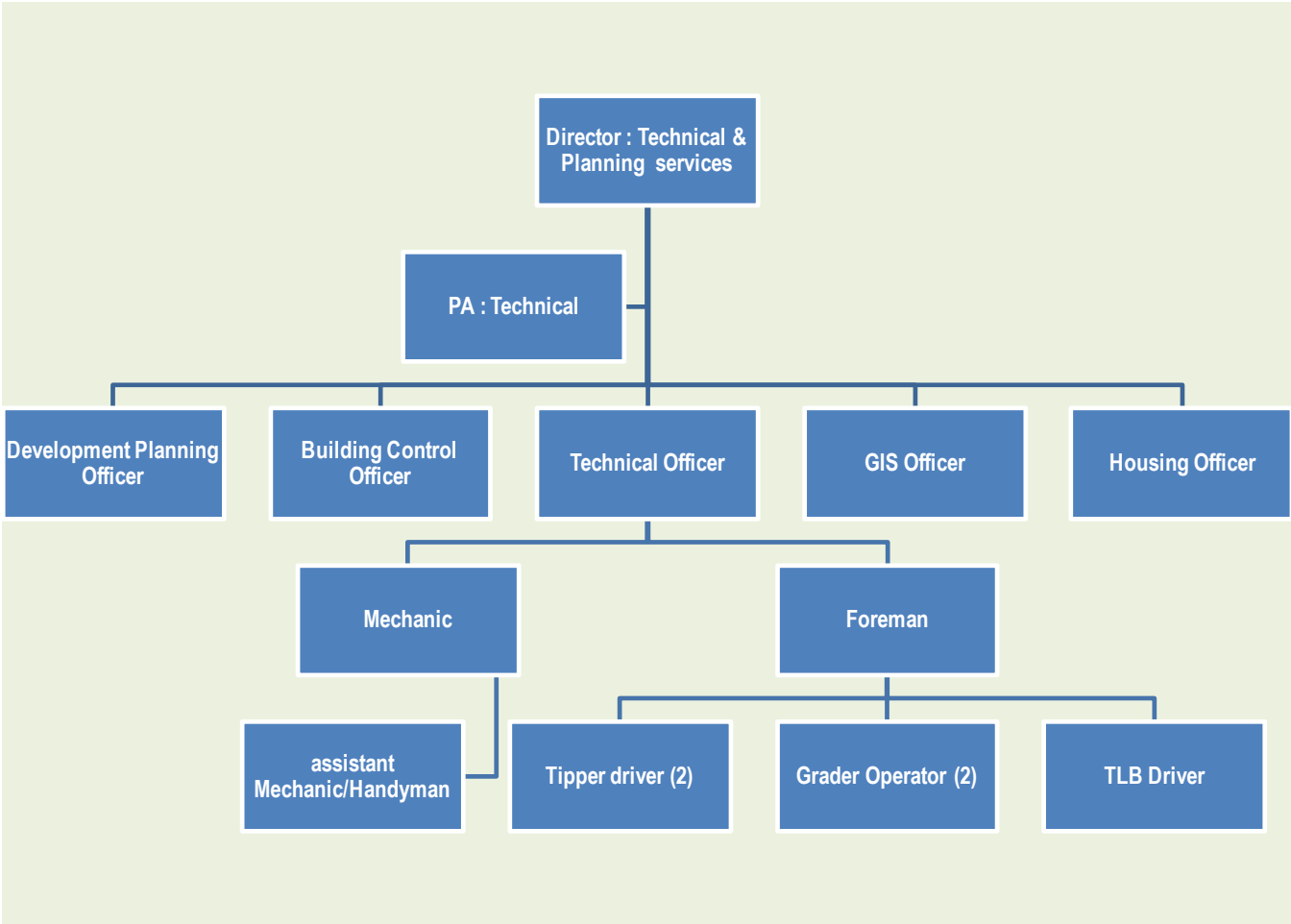


Figure 14: Organogram - Technical and Planning Services



The figure below reflects the structure for the Corporate Services Section:

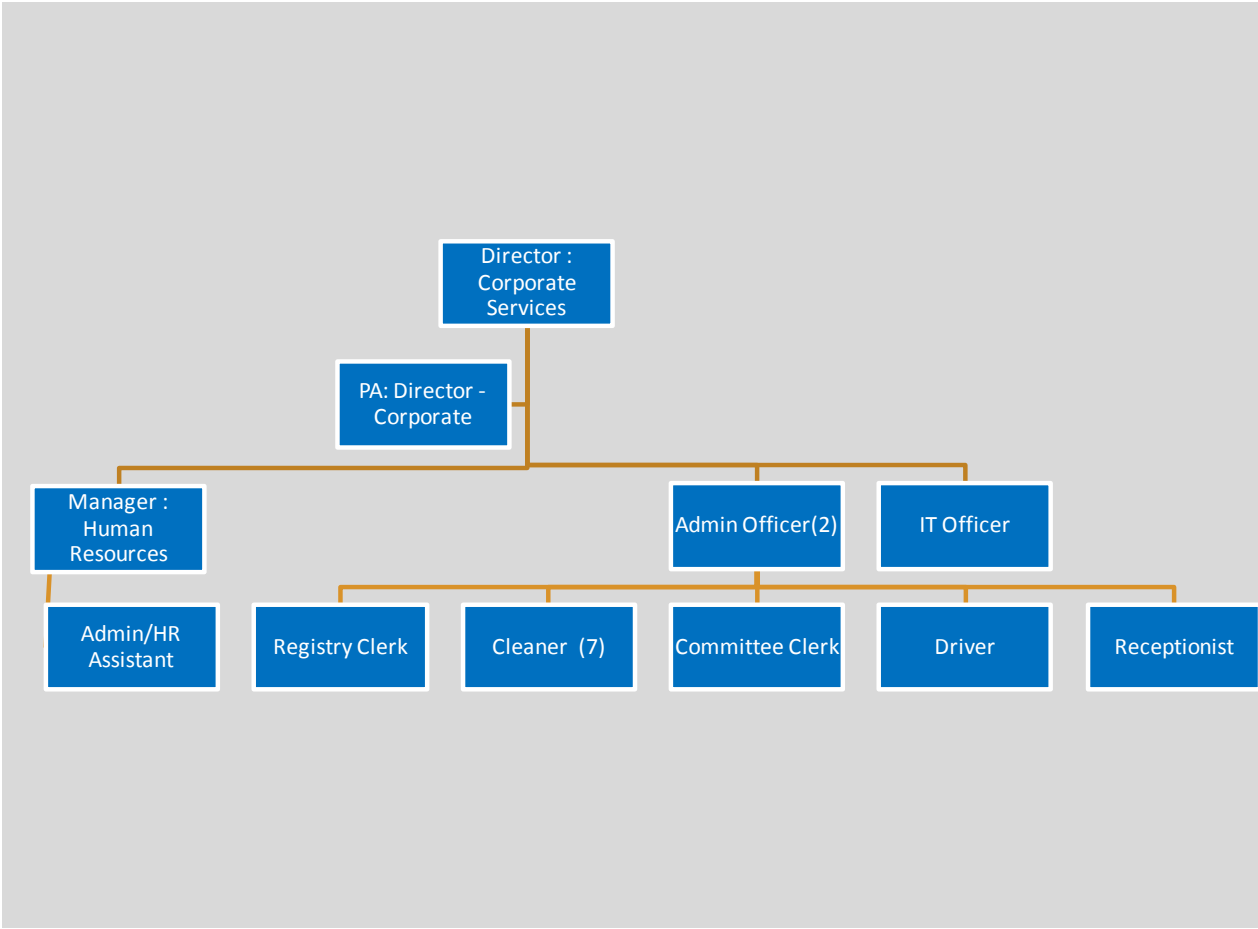


Figure 15: Organogram - Corporate Services

The figure below reflects the structure for the Community Services Section:

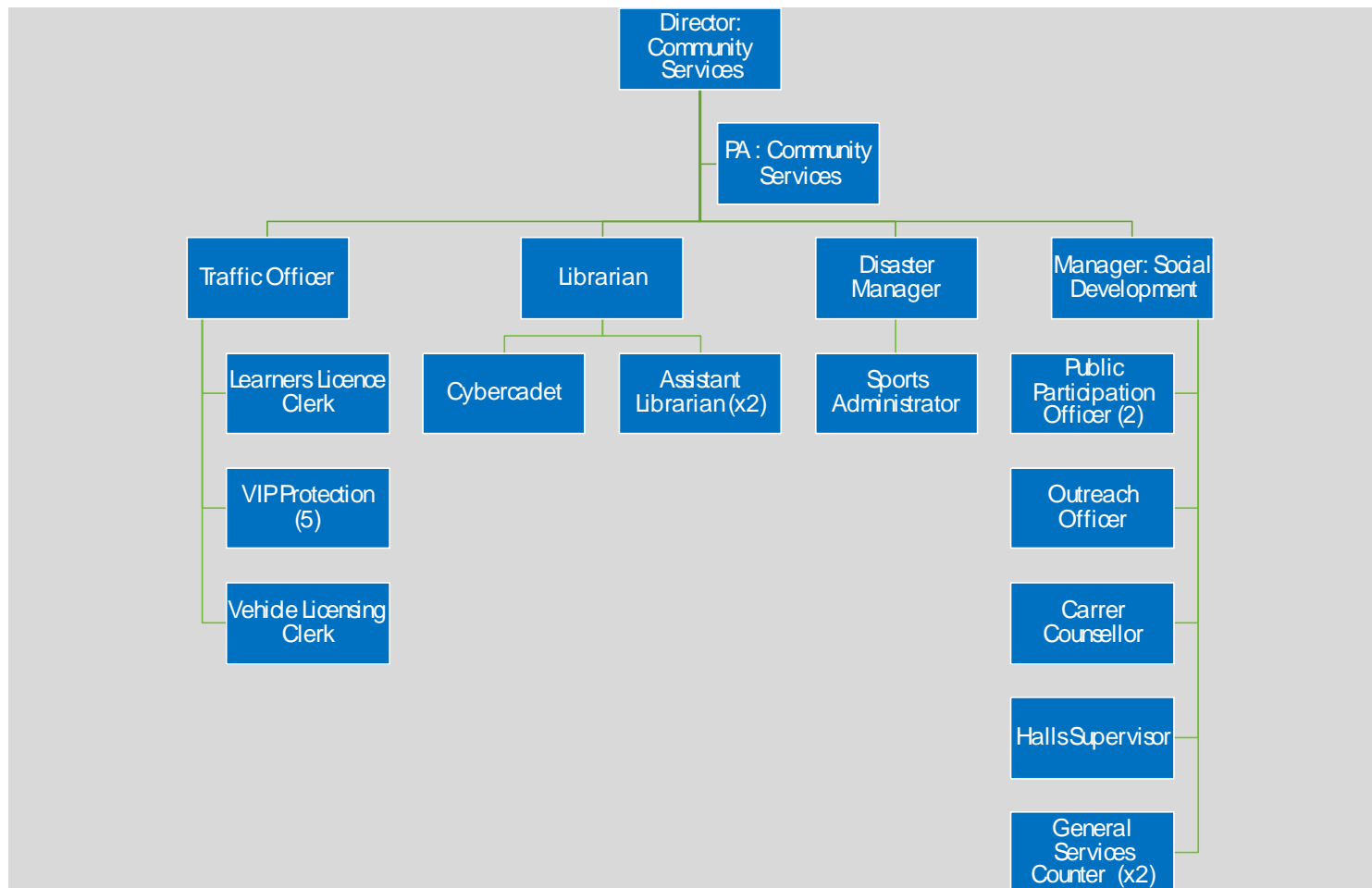


Figure 16: Organogram - Community Services

The figure below reflects the structure for the Finance Section:

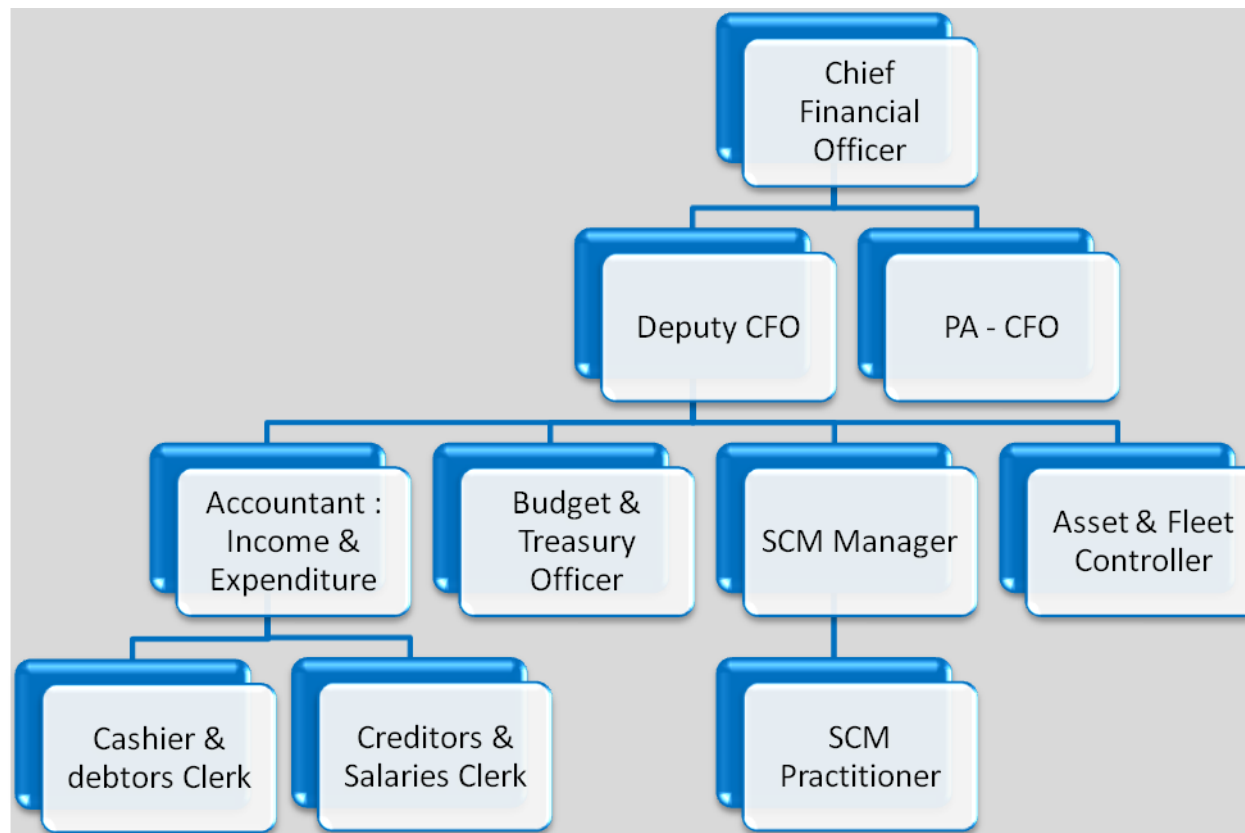


Figure 17: Organogram - Finance Section



MUNICIPAL POWERS AND FUNCTIONS

Corporate services	Financial services	Planning and Technical services	Community Services	Office of the MM
<ul style="list-style-type: none"> • Administration <ul style="list-style-type: none"> ➢ Pauper burial ➢ Cleaning and hygiene ➢ Records management ➢ Provision of office accommodation ➢ Telecommunication ➢ Messenger services ➢ Stationery acquisition ➢ Safety and security ➢ Booking of venues ➢ Reception function • Secretariat • Human resources • Information technology • Publications and reports 	<ul style="list-style-type: none"> • Fleet management • Procurement • Budget (preparation and financial reporting) • Asset management • Treasury (credit control, debt control, revenue collection and expenditure management) • General valuation roll 	<ul style="list-style-type: none"> • Trading regulations. • Building regulations • Fencing and fences • Municipal airports • Municipal public transport • Pontoons and Ferries • Storm water • Municipal roads • Street lighting • Housing • Environmental cleansing • Energy and resources distribution • Project administration (MIG and other Municipal projects) • Municipal planning • Free basic energy (Gel and electricity) • Refuse removal, dumps and solid waste disposal 	<ul style="list-style-type: none"> • Traffic and parking • Public places. • Child care facilities • Local amenities. • Control of businesses that sell liquor. • Licensing of dogs • Local sport facilities • Markets • Facilities for accommodation, care and burial of animals • Municipal abattoirs • Municipal parks and recreation • Billboards and display • Control of public nuisance • Noise pollution • Street trading • Air pollution • Fire fighting • Beaches and amusement facilities 	<ul style="list-style-type: none"> • Local tourism • Pound • LED • IDP • PMS • Internal Audit • Internal/External Communication



Corporate services	Financial services	Planning and Technical services	Community Services	Office of the MM
		<ul style="list-style-type: none">• Geographic information System (GIS)	<ul style="list-style-type: none">• Cemeteries and funeral parlours• Cleansing	

Figure 18: Powers and Functions

PROJECTS

The table below provides details of the planned projects for the next 5 years:

IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years							
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15	2015/16	Source of Funding	Responsible Directorate
Infrastructure development	Roads and Storm water	1	Upgrade of Jikeleza Gravel Road	9	1,875,000	1,875,000					MIG	Technical Services
		2	Upgrade of Scelukwedlula Gravel Road	8	4,500,000	4,500,000					MIG	Technical Services
		3	Construction of Sobabili / good home pedestrian Bridge	5	800,000	800,000					MIG	Technical Services
		4	Construction of Injeza pedestrian Bridge	8	2,400,000	2,400,000						Technical Services
		5	Construction of Mandabeni / Mpolombeni pedestrian Bridge	9,10	2,400,000	2,400,000					MIG	Technical Services
		6	Upgrade of Graveyard Gravel Road	6	4,125,000	4,125,000						Technical Services
		7	Upgrade of Msimandgo Gravel Road	5	3,375,000	3,375,000					MIG	Technical Services
		8	Upgrade of Zakwe Gravel Road	3	2,615,000	2,615,000						Technical Services
		9	Construction of Ngunjini pedestrian bridge	9,10	2,000,000	2,000,000					MIG	Technical Services
		10	Construction of De Klerk pedestrian bridge	4,5	907,000	907,000						Technical Services
		11	Construction of Bhungane Gravel Road	2	4,125,000		4,125,000				MIG	Technical Services
		12	Construction of Ndawonde Gravel Road	1	3,000,000		3,000,000					Technical Services
		13	Construction of Mahlutshini	2	2,400,300		2,400,300				MIG	Technical Services



IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years							
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15	2015/16	Source of Funding	Responsible Directorate
			Pedestrian Bridge									
		14	Construction of Gcinusizi Pedestrian Bridge	3,4	907,000		907,000				MIG	Technical Services
	Electricity	15	Electrification project		6 150 000	6 150 000					Dept of Energy	Technical Services
	Housing	16	Sobabili Housing Project - Prep Funding	5	234906		234906					Technical Services
		17	Lochsloy Housing Project - 2	7	31 077 586-98		31 077 586-98					Technical Services
		18	Good home Housing Project - Implementation Stage	5	12 071 555-84		12 071 555-84					Technical Services
		19	Zwelisha Craig Housing Project - Implementation Stage	6	16 809 081-52		16 809 081-52					Technical Services
		20	Phangweni Housing Project - Planning Stage	12	50,000		50,000					Technical Services
		21	Lochsloy Housing Project - 1	7	6293110		6293110					Technical Services
		22	Mqedadanda Housing Project	11	50,000		50,000					Technical Services
Socio Economic Development	LED	23	Job creation		800,000		800,000					Community Services
		24	Pound Project		1500 000		1500 000					Managers office
		25	Imbabazane Maize Crop Production Project	all	2,400,000		2,400,000					Managers office
		26	Poultry Project	all	200,000		200,000					Managers office



IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years							
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15	2015/16	Source of Funding	Responsible Directorate
		27	Career Exhibition	all	200,000		200,000					Community Services
		28	Road Safety		130,000		130,000					Corporate Services
		29	Disaster Management		700,000		700,000					Community Services
		30	Fire Fighting		1,753697		1,753697					Community Services
		31	FBS		2000,000		2000,000					Community Services
		32	FBE		2000,000		2000,000					Community Services
		33	Waste collection		850,000		850,000					Community Services
Financial Management	Financial Management and Auditing	34	Auditing		400,000		400,000					Financial services
		35	GRAP Conversion		520,000		520,000					Financial services
		36	Anti- Corruption Strategy		000000		000000					
		37	Vehicles		936,000		936,000					Financial services
		38	Update of Fixed Asset Register		553180		553180					
		39	Valuation Roll		312,000		312,000					Financial services
Institutional Transformation	Administration	40	Signage		200 000		200 000					Corporate Services
	Human Resources	41	Work Place Skills Plan		0000000		0000000					Corporate Services
		42	SDF/LUMS		200,000		200,000					Managers office
		43	PMS		200,000		200,000					Managers office
		44	IDP Review		200 000		200 000					Managers office
Democracy and	Ward Committees	45	Heritage		180 000		180 000					Managers office



IMBABAZANE MUNICIPALITY - PROJECTS FOR THE NEXT FIVE YEARS												
Details					Years							
National KPA	IDP Priority	No	Description of the Project	Ward	Total Project Cost	2011/12	2012/13	2013/14	2014/15	2015/16	Source of Funding	Responsible Directorate
Governance		46	HIV and AIDS		150,000		150,000					Community Services
		47	Izimbizo / Public Participation		500,000		500,000					Managers office
		48	Dance Reed		75,000		75,000					Community Services
	Thusong	49	Comminity Outreach Programme		320,000		320,000					Community Services
		50	School Support		400,000		400,000					Community Services
Total Project Costs					74,479,762	13,022,000	10,432,300	-	-	-		

Figure 19: ILM Projects for the 5 Year Term



FINANCIAL PLAN

1. Financial resources
2. Revenue enhancement, debt collection and credit control, customer care and management
3. Financial operational plan



ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM (OPMS)

Imbabazane Municipality will strive to continuously improve its performance. This will be done through continuous benchmarking and adoption of best practices on Service Delivery, Planning and Financial Management.

The system consists of two facets, the entity as whole and other units within the entity. The entity's performance system involves drafting of the entity score card with clear key performance indicators and strategic objectives.

The second sphere is really at an operational level where performance agreements and departmental scorecards are drafted and signed by section heads. The departmental scorecard and performance agreements are aligned to the entity's scorecard. This again involves the drafting and implementation of the Service Delivery and Budget Implementation Plan (SDBIP).

There are quarterly reviews carried out and where targets have not been achieved; corrective action is taken timeously for the annual target to be achieved.

Our objectives for implementing the OPMS are really to achieve the following:

- To promote the principles of accountability and transparency.
- To ensure that delivery of services supersedes all other activities of the Municipality and again to ensure that corrective action are taken earlier. This will assist in ensuring management that is effective and efficient.

Performance management is always a strategic document that seeks to ensure that all parties have very clear set goals, periodic monitoring and review and very importantly that everybody is pulling towards the same direction.



ANNEXURE A - DISASTER MANAGEMENT PLAN



ANNEXURE B - LED STRATEGY



ANNEXURE C –



ANNEXURE D - SECTOR PLANS
